Welcome to
NGEE ANN-ADELAIDE
EDUCATION CENTRE
A Partnership
Established
Since 1998

www.NAA.edu.sg
The purpose of this handbook is to provide students with a detailed description of all aspects of the various programs offered at Ngee Ann-Adelaide Education Centre (NAA). It is intended that the handbook will be of use to you not only in planning your enrolment pattern, but as an authoritative guide on the rules, regulations, administrative procedures and requirements that relate to your particular program.

Our professional and academic staff are very highly regarded in their various vocational settings and because of this we are able to attract international experts to participate in the delivery of our programs. Students in our programs benefit from research-grounded insight into current practice and the implications for future practice.

We are proud of this public recognition of the quality of the NAA’s activities. The staff at the University and the NAA ensure that each program is not only a program of study but also one of personal development for all students.

Enjoy learning with us!
ABOUT THE NGEE ANN-ADELAIDE EDUCATION CENTRE [NAA]

Ngee Ann-Adelaide Education Centre (NAA) is a joint venture partnership between two of the oldest and most respected institutions in the Asia Pacific region: the Ngee Ann Kongsi and the University of Adelaide.

The vision of the partners is to provide a high quality educational facility in Singapore combining undergraduate and postgraduate academic programs with applied executive and professional development courses taught by experienced academics, consultants and professionals.

Since its inception in 1998, the Ngee Ann-Adelaide Education Centre has, through its programs, produced some of Singapore’s leading talents in local businesses, multinational corporations and government agencies. Many more students have benefited from their investment in these programs and moved on to greater heights in their respective careers.

COUNCIL FOR PRIVATE EDUCATION ENHANCED REGISTRATION FRAMEWORK (ERF)

In alignment with the Singapore Private Education Act 2009, a Council for Private Education (CPE) was established in Singapore to regulate the private education sector. All Private Education Institutes (PEIs) are required to comply with the regulations under the new Act in order to operate.

NAA is registered as a Private Education Institution under the provisions and regulations of the Private Education Act 2009 in Singapore. The registration period is valid for 4 years from 15 Sep 2014 to 14 Sep 2018. Registration number: 199703922R.

All teaching faculties assigned to teach at NAA are required to submit their academic and professional qualifications for approval prior to their teaching assignments.
NAA VISION, MISSION, VALUES & CULTURE STATEMENT

Our **Vision** is to be recognised as an Asia Pacific Centre of research and teaching excellence, committed to educating and developing future leaders.

Our **Mission** is to educate the leaders of tomorrow through providing a distinctive Asia-Pacific educational and cultural experience.

The **Values** and Culture that underpin Ngee Ann Adelaide as an institution and the manner in which it goes about its business are reflected in the following:

**Excellence:**
We pursue excellence in research, teaching and learning.

**Leadership:**
We nurture leadership in our staff and our students.

**Innovation:**
We encourage innovation through providing a stimulating place to work and study.

**Teamwork:**
While individuality is expected, we encourage teamwork in our students and staff.

**Ethics:**
We expect the highest ethical students and staff behaviour in research, teaching and learning.
THE UNIVERSITY OF ADELAIDE

With more than 130 years of excellence in education, the University of Adelaide is one of Australia’s oldest and most prestigious tertiary institutions.

Since its establishment in 1874, the University has developed a reputation for excellence in teaching, learning and research, with major strengths in agriculture, wine and food, biological sciences, physical sciences, health sciences, information technology and telecommunications, environmental sciences and social sciences.

The University is associated with 5 Nobel Laureates, has produced 108 Rhodes Scholars and 136 Fulbright Scholars, and is a member of the Group of Eight - Australia’s leading research-intensive universities.

At the heart of the University’s vision, achievement and impact is a belief that the experience of the student is fundamental, and that research and high quality teaching have a symbiotic relationship that underpins and characterises the finest universities in the world.

The University of Adelaide is committed to producing graduates recognised worldwide for their creativity, knowledge and skills, as well as their culture and tolerance.

www.adelaide.edu.au

Based on Times Higher Education, QS and Jiao Tong Rankings, the University of Adelaide has consistently been ranked in the top 1% of universities in the world.

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www.adelaide.edu.au

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The Ngee Ann Kongsi is a foundation which is actively involved in educational, cultural and welfare activities. Founded in 1845 by Chinese immigrants of the Teochew dialect group, the Ngee Ann Kongsi was formally incorporated in Singapore under the Ordinance Act in 1933. The Kongsi has grown from a community bound by a common heritage and genuine concern for the welfare of its members to a foundation that now serves the community regardless of race, religion or social status.

The Kongsi has played a significant role in education in Singapore. In 1940 it established a primary school formerly known as Ngee Ann Girls’ School, which was subsequently renamed Ngee Ann Primary School; in 1953 it assumed the management of Tuan Mong High School which was renamed Ngee Ann Secondary School; and in 1963 it established a technical college which is now known as the Ngee Ann Polytechnic.

The Ngee Ann Kongsi awards scholarships and bursaries to talented and deserving students in its schools and local tertiary institutions, to the value of approximately SGD400,000 each year.

In 1993, Ngee Ann City, a shopping and office complex along Orchard Road in Singapore, was completed. The returns from this property enable the Ngee Ann Kongsi, through its subsidiary Ngee Ann Development Pte Ltd., to continue contributing to the welfare needs of the elderly and the less privileged. Furthermore, the Kongsi contributes generously to the development of the arts and culture in Singapore.

www.ngeeann.com.sg
NAA LEARNING FACILITIES

Student facilities
The Student Hub on Level 3 and Student Lounge on 4 are available on weekdays and weekends excluding Public Holidays from 9.00 a.m. to 10.00 p.m. Your cooperation in keeping the student and teaching areas in a clean and tidy condition will ensure a pleasant working environment for all students.

Computer access is available in the Student Lounge located on Level 4.

There is wireless internet access on both Level 3 and Level 4. The wireless password is available on the notice boards and at the Student Service Centre.

Journals and magazines
Students are welcome to read the journals and magazines located in the Student Lounge and Student Resource Centre, Level 3. In order that all students and staff may have equal access, journals and magazines are not to be removed unless otherwise stated for FREE distribution. Your cooperation in returning them to their correct place would be appreciated.

Student name cards
Each new student will be issued a ‘blank’ name card on which to fill in their name. The card must be displayed at all times during class lessons in order that academic staff may acquaint themselves with students and for students to recognise other class participants.

Mobile phone policy
It is the policy of the NAA that mobile phones are to be switched to “silent” mode before a class commences. This will ensure a quality teaching environment for all students. Any student who fails to comply with this policy and whose phone interrupts the class will be asked to leave the class immediately. That student will then not be allowed to return to the class for the remainder of the session.

Interactive Learning in Singapore
Interactive learning is a key element of the University of Adelaide’s Programs. The University’s programs have a number of learning components. University courses are offered in an open learning approach, to ensure ample opportunity for interactive learning. This involves combining high quality learning materials with intensive lecture sessions and face to face class meetings.

Orientation Session
The NAA offers a compulsory orientation session for postgraduate and undergraduate students at different sessions, which gives an overview of administrative, teaching and student services at the NAA, including a mini workshop on plagiarism and access to online resources.

Course Outline
For each course, a Course Outline detailing the objectives of the course, assessment details and a reading guide is provided.

This may be included in the course teaching pack or distributed separately. Given that the volume of course materials for most courses can be quite large, it is important to plan and manage your reading to meet the objectives set by the Course Coordinator.

Intensive Lecture Sessions/Tutorials
Lecture sessions will be held over intensive sessions. You may download the timetable from www.NAA.edu.sg.

These intensive lecture sessions are presented primarily by lecturing staff from the University of Adelaide as well as from its global network of presenters from the UK, USA and Europe.

The lecture series generally provide for thirty or more hours of teaching held over two visits by staff and require students to invest some of their weekday time for group discussion or tutorials where necessary. The sessions are designed to enable the lecturer to present the core material and interact with the students. These sessions may also involve case studies, practical exercises and group discussion under the direct supervision of the Course Coordinator. These sessions are identified in the timetable by the abbreviation: ‘I’.

Assessment and Examinations
Please refer to the Course Outline for the assessment and examination requirements as it varies from course to course. The examinations are identified in the timetable by the abbreviation: ‘E’. You should confirm examination arrangements with the Lecturer or Course Coordinator of each course at your first intensive session.
OCCUPATIONAL HEALTH, SAFETY, AND WELFARE ISSUES

The following is an extract from the NAA emergency procedures. Please refer to www.NAA.edu.sg for the updated copy.

- Fire Threat
- Communicable Disease Threat
- Earth Tremor Threat

All professional staff, lecturers, and students are required to be familiar with emergency evacuation procedures and the designated evacuation areas. The emergency procedures are reviewed and updated on a yearly basis.

Should there be any occurrences of threat during course of teaching at NAA, lecturers will assume the leadership in class to ensure minimum panic and provide guidance appropriately.

The first aid box is available at Level 4 Student Lounge and at the Student Service Resource Centre at Level 3.

Fire Threat

NAA Fire Wardens and First Aiders are:

<table>
<thead>
<tr>
<th>Fire Wardens</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms Doris NG</td>
<td>E: <a href="mailto:dorisng@NAA.edu.sg">dorisng@NAA.edu.sg</a>  T: +65 6738 2910</td>
</tr>
<tr>
<td>Ms Yee Choo NG</td>
<td>E: <a href="mailto:yeechoo@NAA.edu.sg">yeechoo@NAA.edu.sg</a>  T: +65 6738 2910</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>First Aiders</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms Elena YONG</td>
<td>E: <a href="mailto:elenayong@NAA.edu.sg">elenayong@NAA.edu.sg</a>  T: +65 6738 2910</td>
</tr>
<tr>
<td>Ms Shirin Bte Abdul Rahman</td>
<td>(Basic First Aid and CPR + AED trained)</td>
</tr>
</tbody>
</table>

Teochew Building Emergency Contact List

<table>
<thead>
<tr>
<th>Name of Company</th>
<th>Ngee Ann Kongsi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address</td>
<td>97 Tank Road Singapore 238066</td>
</tr>
<tr>
<td>Police</td>
<td>+65 999</td>
</tr>
<tr>
<td>SCDF</td>
<td>+65 995</td>
</tr>
<tr>
<td>Non-Emergency Ambulance</td>
<td>+65 1777</td>
</tr>
<tr>
<td>Security Control Counter at Teochew Building</td>
<td>+65 6835 3013</td>
</tr>
<tr>
<td>Security Control Counter at Ngee Ann City (24 hours)</td>
<td>+65 6733 0337 / +65 6733 3915</td>
</tr>
</tbody>
</table>

Key Personnel

<table>
<thead>
<tr>
<th>Ms Sonia FOO</th>
<th>Deputy Administrative Secretary  T: +65 6737 9555</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Benny Liu</td>
<td>T: +65 6737 9555</td>
</tr>
</tbody>
</table>
Fire Evacuation

1. Fire drills are held on a periodic basis. These drills should be treated with the utmost seriousness.
2. Occupants in the building are required to obey the instructions of the Fire Wardens and Security Personnel in times of fire evacuation.
3. Walk towards “Exit” signages to exit from the building.
4. A fire extinguisher is provided in every room. Please refer to the instructions to use appropriately.

5. In the event when the situation warrants an evacuation of the building
   - Signal for evacuation will be in the form of a perpetual ring (2nd alarm) initiated by the Security Control Counter.
   - Do not panic. Please evacuate in an orderly manner using the nearest staircase and proceed to the designated evacuation area.
   - Do not use the lifts. Use only the stairway through the “Exit” signages.
   - Strictly follow any instructions given by the Fire Wardens/Security Officers/Police.
   - In times of emergency, leave all personal items and evacuate promptly.

   • Leave all doors and windows CLOSED. This will minimise the spread of the fire.
   • Leave the lights on but disconnect all electrical apparatus.
   • When you are out of the building, walk briskly to the designated assembly area.
   • Stay at the assembly area and wait for further instructions from the Security Coordinator.

Communicable Disease Threat

Reporting a Communicable Disease Threat

1. Should you believe that one of your classmates has contacted a communicable disease, please avoid physical contact with the person and notify the NAA staff.
2. NAA First Aider will contact Security Control Counter to provide appropriate assistance in the Isolation Room located at Level 2, next to the Maintenance Office.

3. In the event of an outbreak which affects the general student population, the landlord and NAA will adopt the Singapore Ministry of Health’s Disease Outbreak response system to limit and control the spread of communicable diseases. Communicable diseases include SARS and Influenza A (H1N1).

Earth Tremor Threat

Responding to Earth Tremor Threat

When earth tremors happen, all tenants’ occupants are advised to follow the emergency measures below:

1. Be calm.
2. Take cover under a table if you are inside the classroom. Keep away from any glass windows, items made of glass, any hanging objects, bookcases or tall cupboards.
3. Do not use the lift. If you are inside the lift, stay calm and exit immediately when the lift door opens.
4. Do not use any naked flame in case there is a gas leak.
5. Do not be alarmed if the electricity is cut or the fire alarm systems are activated.
6. If you are out in the open, stay there.

7. After the vibrations/tremors stopped, items
   (1) Keep away from any glass windows, made of glass, any hanging objects, and any bookcases or tall cupboards.
   (2) Help anyone injured.
   (3) Call the Security Control Counter at Level 1 (Tel: 6835 3013) or Police
   (4) Report any incidents or issues of law and order to the Security Control or Police.
8. Stay at the assembly area and wait for further instructions from the Security Coordinator.
9. If cracks or other structural defects develop after the tremor, inform the Building Management immediately.

Earth Tremor Evacuation

1. Do not panic. Please evacuate in an orderly manner using the nearest staircase and proceed to the designated assembly area.
2. Do not use the lifts. Use only the stairway through the “Exit” signages.
3. Strictly follow the instructions given by any Security Officer/Police.
4. In times of emergency, leave all personal items and evacuate promptly.
5. Leave the lights on but disconnect all electrical apparatus.
6. Exit from the building and stay at the assembly area. Wait for further instructions from the Security Coordinator.

Designated Assembly Area

The Designated Assembly Area is located at the ground level in front of the Teochew Building or designated area assigned by the Security Coordinator. Please remain in the Designated Assembly Area until further instruction from Security Coordinator.
NAA SCHOLARSHIP

The Ngee Ann-Adelaide Scholarship are awarded to outstanding students from the following Programs:

- Master of Business Administration
- Master of Applied Project Management
- Master of Applied Finance

Application Form


Eligibility

- Current student of the University of Adelaide programs conducted in NAA.
- Has been admitted into the following programs. i.e. Master of Business Administration, Master of Applied Finance and Master of Applied Project Management.
- Open to Singapore citizens and Singapore Permanent Residents only.
- Applicant should not be receiving bursaries or funding from their employers or any other organisation.
- Must complete at least 2 courses with a minimum of 2 Distinctions in the first 2 Trimesters from the commencement of the Program.
- Good conduct with academic and/or professional supervisors’ reference/testimonial.
- Financial position.

Terms:

- This is a bond free scholarship.
- The Scholarship is 30% of the tuition fees of the enrolled program. The Scholarship recipient is expected to pay the fees for the first part of the program and the scholarship will pay for the remaining 30% of the tuition fees.
- Satisfactory academic performance is expected of the scholarship recipient.
- Scholarship will cease with failure in any courses in the program.
- Enrolment in a minimum of 4 courses per academic year is required during the candidature of the program.
- Leave of absence of more than 1 trimester is disallowed.
- The duration of the scholarship is for a maximum period of three years with effect from the date a student commences in the program. It is expected that the scholarship recipient will complete the program in a lesser period of time.
- The awards of scholarship will be withdrawn if it is found that the information given in the application form is untrue or inaccurate.
- More than one application may be submitted from members of one family but only one award may be given per family.
- The number of scholarships awarded for the Program each year will be at the sole discretion of Ngee Ann-Adelaide Education Centre.
- If no suitable candidate can be determined, no award will be made.
- The Panel’s decision is final.

Selection Criteria

- Academic qualifications and performance.
- Professional career record.
- Financial position.
- Potential to contribute to Ngee Ann-Adelaide Education Centre and Singapore business community or society.

Application Period

<table>
<thead>
<tr>
<th>Semester/Trimester/Term</th>
<th>Application Start Date</th>
<th>Application Closing Date</th>
<th>Selection Month</th>
<th>Award Given</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>1 Feb</td>
<td>28 Feb</td>
<td>Mar</td>
<td>Mid of Apr</td>
</tr>
<tr>
<td>B</td>
<td>1 Oct</td>
<td>31 Oct</td>
<td>Nov</td>
<td>Mid of Dec</td>
</tr>
</tbody>
</table>

- Application Period A applies to students who were admitted and commenced in the program in Trimester 2.
- Application Period B applies to students who were admitted and commenced in the program in Trimester 1 OR Trimester 3.

Period of Award

- The duration of the scholarship is for a maximum period of three years with effect from the date a student commences in the program. It is expected that the scholarship recipient will complete the program in a lesser period of time.
NAK SCHOLARSHIP

The Ngee Ann Kongsi Scholarships are awarded to outstanding candidates admitted into one of the following Programs offered at Ngee Ann-Adelaide Education Centre:

- Bachelor of Computer Science
- Bachelor of Commerce (inclusive of all specialisation tracks)
- Bachelor of Innovation & Entrepreneurship
- Bachelor of Nursing

Application Form

Please visit http://naa.edu.sg/student-services/scholarship/ to download Ngee Ann Kongsi Scholarship application form.

Eligibility

- Current student of the University of Adelaide programs conducted in NAA.
- Has been admitted into the following programs. i.e. Bachelor of Commerce (BCOM), Bachelor of Computer Science (BCS), Bachelor of Innovation and Entrepreneurship (BIE), Bachelor of Nursing (BN).
- Open to Singapore citizens and Singapore Permanent Residents only.
- Applicant should not be receiving bursaries or funding from their employers or any other organisation.
- Outstanding academic results. Please refer to the application form for details.
- Good conduct with academic and/or professional supervisors’ reference/testimonial.
- Financial position.

Terms

- This is a bond-free scholarship.
- The total value of the award is S$5000.
- Satisfactory academic performance is expected of the scholarship recipient.
- Scholarship will cease with failure in any courses in the program.
- The awards of scholarship will be withdrawn if it is found that the information given in the application form is untrue or inaccurate.
- Successful applicant can receive only one award within the same academic year from Ngee Ann Education Holdings.
- More than one application may be submitted from members of one family but only one award may be given per family.
- The number of scholarships awarded for the Program each year will be the sole discretion of Ngee Ann-Adelaide Education Holdings.
- If no suitable candidate can be determined, no award will be made.
- The Panel’s decision is final.

Selection Criteria

- Academic qualifications and performance.
- Financial position.

Application Period

<table>
<thead>
<tr>
<th>Intake Group</th>
<th>Application Start Date</th>
<th>Application Closing Date</th>
<th>Selection Month</th>
<th>Award Given</th>
</tr>
</thead>
<tbody>
<tr>
<td>BCOM Trimester 3, BCS Trimester 2</td>
<td>1 Feb</td>
<td>28 Feb</td>
<td>Mar</td>
<td>Mid of Apr</td>
</tr>
<tr>
<td>BIE Term 2/3, BN Semester 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BCOM Trimester 1/2, BCS Trimester 1/3</td>
<td>1 Oct</td>
<td>31 Oct</td>
<td>Nov</td>
<td>Mid of Dec</td>
</tr>
<tr>
<td>BIE Term 1/4, BN Semester 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- For full-time program (BCOM), applicant must complete at least 3 courses with a minimum of 2 distinctions in the first OR first two trimesters.
- For part-time program (BCS/BIE/BN), applicant must complete at least 2 courses with a minimum of 2 distinctions in the first OR first two Trimesters/Terms/Semesters.

Period of Award

- Each award is tenable for the whole program period. Scholarship holders are required to pass every course for Scholarship payments to be maintained.
COMMUNICATION WITH THE UNIVERSITY OF ADELAIDE AND NAA

Webmail / Gmail

The University email system is the main mode of communication to students. Your email address follows the rule: firstname.lastname@student.adelaide.edu.au

The University provides you with a free email account which is created when you enrol. With its current upgrade of online services, the University has collaborated with Google to provide its students with the Gmail account.

Students can access their email at any of the NAA’s computing labs, or at any computer connected to the Internet. If you have a work or personal email account that you would prefer to use, you must arrange to have your University email account redirected. More information can be found by visiting www.adelaide.edu.au/its/online/email.

It is advised that you check your student email account daily to ensure you do not miss any important information.

To log on: www.adelaide.edu.au/its/webmail/

If you require any assistance, please contact the ITS Helpdesk in Adelaide on +61 8 8303 3000, Monday to Friday (except holidays) 8.00am to 6.00pm Adelaide time.

Announcements on MyUni

The following applies to all programs except the Bachelor of Computer Science program, which does not utilise MyUni. Course-related announcements such as class and examinations reminders, collection of study guides and assignments, release of examination results will be posted on MyUni, or for Bachelor of Computer Science students in the Computer Science forums. Students will also receive an email via their UoA student email account.

Announce dates are shown in the table below or can be accessed at: http://www.adelaide.edu.au/student/dates/critical/2015/

Terminology

Census Date: last day for a student to withdraw from a course without incurring any academic penalty on the transcript.

Withdraw No Fail (WNF) Date: last day for a student to withdraw from a course without failing, however a WNF notation will be recorded against the enrolment.

Withdraw Fail (WF) Date: last day for a student to withdraw from a course with a WF notation against the enrolment.

Fail (F): If you withdraw from a course after the WF dates, you will incur a Fail grade.

*Any amendments to your enrolment online is subject to Adelaide’s timing. Please note the time difference between Singapore and Adelaide.
2015 AMENDMENT TO ENROLMENTS

<table>
<thead>
<tr>
<th>B. Nursing</th>
<th>Semester 1</th>
<th>Semester 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of Semester Date</td>
<td>02 Mar</td>
<td>27 Jul</td>
</tr>
<tr>
<td>Last Day to Add Courses Online</td>
<td>16 Mar</td>
<td>10 Aug</td>
</tr>
<tr>
<td>Census Date</td>
<td>31 Mar</td>
<td>31 Aug</td>
</tr>
<tr>
<td>Withdraw No Fail (WNF) Date</td>
<td>08 May</td>
<td>18 Sep</td>
</tr>
<tr>
<td>Withdraw Fail (WF) Date</td>
<td>12 Jun</td>
<td>30 Oct</td>
</tr>
<tr>
<td>Deadline for Payment</td>
<td>Please refer to the installment schedule.</td>
<td></td>
</tr>
</tbody>
</table>

Glossary

- **Census Date**: last day for a student to withdraw from a course without incurring any academic penalty on the transcript.
- **Withdraw No Fail (WNF) Date**: last day for a student to withdraw from a course without failing, however a WNF notation will be recorded against the enrolment.
- **Withdraw Fail (WF) Date**: last day for a student to withdraw from a course with a WF notation against the enrolment.
- **Fail (F)**: If you withdraw from a course after the WF dates, you will incur a Fail grade.

*Any amendments to your enrolment online is subjected to Adelaide’s timing. Please note the time difference between Singapore and Adelaide.*

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**ADMINISTRATIVE POLICIES**

**Enrolment**

You are required to enrol using Access Adelaide not later than the enrolment date stipulated for each trimester/ term/ semester.

Enrolment is confirmed when students:
- Enrol into the Access Adelaide system
- AND
- Arrange for full payment of the course fee

**Fee Payment**

(i) **Application Fee**

Application fee of S$107.00 (inclusive of prevailing GST) will be chargeable for all applications received and is non-refundable.

(ii) **Administration Fee**

Commencement of program enrolment will be subjected to the administrative fee of S$214.00 (inclusive of prevailing GST) upon acceptance of Letter of Offer. Administration fee covers examination/ replacement examination and student card. Fee is applicable to both domestic and international students. Administration fee is non-refundable.

NAA management reserves the right to revise the service items included in the course and administration fee from time to time. Students will be given 3 months of notification.

(iii) **Course Fee**

Please refer to PEI-Student Contract for course fee applicable to your studies.

**Deadline for Payment**

Payment due dates are listed on the respective program timetable. Student shall make payment of the Course fee not later than the due date stipulated in the Program timetable. NAA reserves the right to replace student’s enrolment with another enrolment from the waiting list if payment is not received by the stipulated day.

**Late Fee Payment Penalty**

Late fee payment of 3% of the course fee (plus GST) will be applicable on fee received after the payment due date.

**Mode of Payment**

NAA shall only accept payment by NETs (subject to daily withdrawal limit), Cash, Cheque or Internet Banking.

For Cheque payment, please draw the cheque payable to Ngee Ann-Adelaide Education Centre Pte Ltd.

For Internet Banking, please administer payment to Ngee Ann-Adelaide Education Centre Pte Ltd – United Overseas Bank Current Account No. 920-350-093-5. Please email to finance@NAA.edu.sg to inform the office of your payment and indicate your full name, program, course(s), amount transferred, name of your bank, ibanking nickname and date of transaction.

**Fee Revision**

NAA reserves the right to revise the application, administrative and course fees from time to time. Any increment shall be kept at a maximum of 5%. Students will be given 3 months of notification. All fees quoted are in Singapore dollars.

**Textbook**

Textbook may be purchased at retail price from NAA.

**Course Workbook**

For cheque payment, the eligibility will only be valid upon successful processing of the cheque payment within the stipulated period.

NAA will endeavor to ensure that the coursework book is ready for collection upon at least one week before course commencement. However, there may be cases where the course workbook may not be ready for collection till a later date due to unforeseen circumstances.
Fee Protection Scheme

The Council for Private Education (CPE) has regulatory provisions and requirements to protect course fees that are payable by students who are enrolled in a private education institution (PEI). These are in the form of fee collection caps and schemes to protect student fees.

NAA adopts a compulsory Fee Protection Scheme (FPS) to protect the paid fees of all students. The FPS serves to protect the student’s fees in the event that the PEI is unable to continue operations due to insolvency, and/or regulatory closure. In addition, the FPS protects the student if the PEI fails to pay penalties or return fees to the student arising from judgments made against it by the Singapore courts.

NAA has appointed Lonpac Insurance Bhd as the FPS insurance provider. Under the FPS insurance scheme, students’ fees are insured by Lonpac Insurance Bhd. More details of the FPS can also be found on CPE website, available at www.cpe.gov.sg.

The Fee Protection Scheme of 0.6% or minimum $9.54 (subjected to prevailing GST) shall be applied on course fee(s) paid to NAA in full or partially. You will receive the FPS insurance certificate via email from the insurance provider.

NAA reserves the right to change its Fee Protection Scheme and Insurer deemed appropriate. Student shall be notified at least 14 days in advance.

Students can check the Council for Private Education website at https://www.cpe.gov.sg/read-all-about/cpe-student-services-centre/check-fee-protection-scheme-status-students-in-edutrust-certified-peis-only to verify that their school fees are protected under the Fee Protection Scheme (FPS) after 7 working days from the payment date.

For clarifications, please contact the Student Service Executives at Tel: 6738 2910 or email at studentservices@NAA.edu.sg

Notes

• Due to timetabling constraints, the teaching intensives and examinations for some courses may not fall entirely within the official term/ trimester/ semester dates.

• Please note all enrolment dates are established by the University. It is not possible to alter the dates or to allow exceptions.

• Trimesters consist of a 16-week teaching period that typically involves 2 teaching intensives and 1 exam session.

• Terms consist of a 12-week teaching period that typically involves 2 teaching intensives and 1 exam session.

• Semesters consist of a 15-week teaching period, involving 3 intensive lecture sessions, regular tutorials and 1 assessment session which may include examinations, and/or student presentations.

Medical Insurance

It is compulsory for ALL full-time students to have medical insurance coverage for hospitalisation, outpatient and related medical treatment for the entire duration of studies as required by CPE under EduTrust certification scheme. Students opting to purchase the Medical Insurance arranged by NAA will be covered throughout the program duration. The annual medical insurance fee is non-refundable. There are exemptions for Singaporeans, Permanent Residents and non-Student Pass holders if they are covered by their own medical insurance plan. Students who choose to opt out of the medical insurance are to show proof of their own medical insurance before making a declaration in the PEI-student contract to opt out of the medical insurance scheme. Failing which, the student will be required to opt in for NAA’s appointed insurer.

AXA Insurance Singapore Pte Ltd has been appointed as the medical insurance provider by NAA. The medical insurance scheme shall provide a basic annual coverage limit of not less than S$20,000 per student in the B1 ward in government and restructured hospitals and up to overall maximum limit per policy year, with 24 hours coverage in Singapore and overseas (if the student is involved in the school-related activities) throughout the course duration.

Leaves of Absence & Discontinuation

A student granted “Leave of Absence” by the NAA is not required to pay course fees for the period of absence. Student has to submit the Leave of Absence application form which is available on NAA website. Leave will usually be granted for a minimum of one trimester / semester / term, and usually no later than one academic year.

For a student on more than 12 months of “Leave of Absence”, an readmission fee of S$107(inclusive of GST) will apply upon re-application into the Program. A new Letter of Acceptance has to be signed based on the new course fees (if applicable).

Applications by international students are subjected to the ICA’s policies. Please visit the following links for more information.

• http://www.ica.gov.sg/
• http://www.ica.gov.sg/data/resources/docs/Visitor%20Services/STP_Notes1f.pdf
STUDENT MOVEMENT

Please be informed that student is required to submit the relevant application form in a timely manner to ensure an updated record of student status in UOA and NAA.

Please visit our website (www.NAA.edu.sg) for the relevant forms. Alternatively, please seek the Student Services Executives for guidance.

Course Enrolment

Student is responsible to enroll via Access Adelaide prior to the commencement of each term/trimester/semester in accordance to the study plan stipulated in the PEI Student Contract. Student will receive an e-notification from NAA on course enrolment schedule. Alternatively, students may refer to the program timetable available on the website (www.NAA.edu.sg) to enroll via Access Adelaide.

Please refer to page 17 for details on the Online Enrolment process via unified

Course Add

In the event that student missed out on the last day of enrolment due to unforeseen circumstances, they may submit a Course Add Form to the Student Services Executives via email within 14 days before the commencement of the first intensive.

Please note that submission is subjected to UOA’s approval.

Course Drop

In the event that student missed out on the census date stipulated in the program timetable due to unforeseen circumstances, they may submit a Course Drop Form to the Student Services Executives via email 5 days before the commencement of the first intensive.

Please note that submission is subjected to UOA’s approval.

Eligibility for refund is subjected to NAA’s approval according to NAA’s Refund Policy.

Leave of Absence

Leave of Absence refers to a voluntary application for a temporary deferment in the course enrolment as scheduled in the study plan. Student is responsible to manage the completion of their degree as a result of the leave of absence at their own discretion.

In the event that student wishes to apply for leave of absence for a term/trimester/semester, they are required to submit a Leave of Absence Form to the Student Services Executives via email, 2 weeks before the commencement of the academic period. Leave of Absence will usually be granted for a minimum of one term/trimester/semester and no longer than one academic year.

For a student granted “Leave of absence” for more than 12 months, an Readmission fee of $107(inclusive of GST) will apply upon re-application into the Program. A new Letter of Acceptance has to be signed based on the new course fees (if applicable).

A student granted “Leave of Absence” by NAA is not required to pay course fees for the period of absence.

Discontinuation

Discontinuation means that the PEI Student Contract is terminated and the student is no longer a student of NAA and the University of Adelaide.

Students are required to submit the Discontinuation Form, Notice of Cancellation Form and the Letter of Approval (for students under the age of 18) in person to the Program Executives. Students are also required to drop courses via Access Adelaide if they are currently enrolled in any.

Eligibility for refund is subjected to NAA’s approval in accordance to NAA’s Refund Policy.

Program Transfer

Transfer of program means a student changes the program of study but remains as a student of NAA.

(i) Programs with the same entry requirements:

Student is required to complete the Offshore Internal Program Transfer Form. For students below the age of 18, the Letter of Approval must be submitted together with the Offshore Internal Program Transfer Form in person to the Student Services Executives.

(ii) Programs with different entry requirements:

The student will be briefed on the entry requirements (where applicable) and has to submit the Application Form to apply for the new Program. The University of Adelaide will review and confirm on the application. For successful program transfer application, students will have to submit the Discontinuation Form to discontinue from the current program. The original PEI-Student Contract will be terminated and the student is required to sign a new set of Letter of Acceptance and NAA PEI-Student Contract.

Admission into Second Degree Program

Students are required to submit an Application Form for eligibility approval by UOA. No application fee required. However, the prevailing Administrative Fee will apply. Students are eligible to the prevailing discount rate off the program fee, if any.

NAA reserves the right to change the terms and condition of the discount rates and eligibility without prior notice.

Student will be registered on the previous Student ID in the UOA and NAA’s student record. Student will be required to sign a new PEI Student Contract specific to the Second Degree Program.
Graduation

There are three graduation ceremonies each year. The Singapore graduation ceremony is held yearly in March / April, and the Adelaide ceremony are in April and September.

March / April ceremony
Studies must be completed by 3rd Trimester/ 4th Term/ Semester 2 of the previous year.

September ceremony
Studies must be completed by 1st Trimester/ 1st Term of the same year.

If you believe you have completed the requirements of the degree, you should consult the specific Program Rules for the year in which you were first enrolled (NOT for the year in which you are completing the degree) to confirm the number of compulsory and elective courses that were required.

Effective from mid 2010 most students will no longer be required to apply to graduate. The Graduations Office will run an automated process which will identify potential graduands, based on their expected completion date and/ or accumulated units completed, and create applications in Access Adelaide for the students who satisfy the criteria. To ensure you are included in this process it is important students update their expected completion date when their enrolment changes i.e. failed courses, change of program.

Note:
Students who are not identified as part of the automated process will need to submit a manual application via Access Adelaide.

The Graduations Office will notify students of their eligibility or ineligibility to graduate via Access Adelaide. Students who are eligible must confirm their attendance option to have a parchment issued. Refer to the following website for the full Graduation process:
www.adelaide.edu.au/student/graduations

You are welcome to contact the Graduations Office at graduations@adelaide.edu.au for any enquiries.

GRADUATE IN ABSENTIA

If you choose to “Graduate in Absentia”, please select the option of “Collected by a Third Party from Ask Adelaide and to type “Ngee Ann- Adelaide Education Centre” who will be collecting your certificate.

You will be notified once the NAA office receives the parchments which will be send over by the Graduations Office.

Note:
If you opt to “Graduate in Absentia”, you will be unable to participate in future Graduation ceremony.

GLOBAL LEARNING

A. INBOUND ADELAIDE SUMMER & WINTER PROGRAM

Each year, the University of Adelaide offers a range of intensive courses that are taught during the term breaks as part of its Summer & Winter School. Students are encouraged to enrol for the Summer & Winter School to accelerate their study or to catch up on missed or unsuccessfully completed subjects in an exceptional learning atmosphere surrounded by grand old buildings and historical environs.

Summer School usually takes place in January / February; Winter School is held in June / July each year. Besides the course fees, students will have to bear the cost of the travel visa, accommodation and air tickets. Students will have to ensure that the course fees are paid prior to the trip. Please visit http://naa.edu.sg/global-learnin/summer-winter-school/ for more information.

B. INBOUND ADELAIDE SEMESTER PROGRAM

Students studying in NAA may wish to head over to Adelaide for a semester. Students may enrol for 3 or 4 courses, with options to select cross-disciplinary courses.

C. STUDENT EXCHANGE PROGRAM

The University of Adelaide has developed student exchange links with a number of overseas institutions in North and South America, Europe, Asia and the Pacific. These programs are suitable for students who wish to study overseas for one or two semesters and earn credit towards their University of Adelaide degree. For a list of our exchange partners, please visit http://naa.edu.sg/global-learnin/student-exchange/

D. TRANSFERRING ONSHORE

Student may opt to transfer to Adelaide to complete the rest of their studies. With the Confirmation of Enrolment, student will have to apply for their student visa. The student visa is subjected to the approval by the immigration authorities.

Course fees payable will be based on the University of Adelaide international student fees. Miscellaneous fees may apply.

For options A, B, and C:
Course fees payable will be based on the NAA fees. NAA fees is applicable for a maximum of 4 courses (12-units) in total, regardless of the combination of the options A, B, and C.
PLANNING AND ORGANISING YOUR STUDIES

IMPORTANT NOTES

- The course advice presented below is of a general nature and must be read in conjunction with your Letter of Acceptance and the appropriate rules for your program of study.
- Not all courses in each program are available to students studying at the NAA.
- Every effort is made to offer enough courses to permit some choices within each program.

It is important that you plan and organise your study program carefully. If you have any concerns you should contact the Student Services Executives at the NAA Office or your Program Director.

How many courses to enrol in

NAA does not make a rigid distinction between “full-time” and “part-time” students and allows students to determine their own study load. Students are responsible to ensure that they only enrol for courses which they are able to attend the classes and to verify that they meet the pre-requisites and assumed knowledge stipulated in the program timetable.

Students may seek advice from the Student Services Executives for a study plan.

Required Commitment by Participants

All award programs require a significant time commitment by participants. Since the courses presented contain the same materials as taught in Adelaide (with the exception of programs not currently offered at Adelaide) and the assessments require the same standards to be achieved, participants are expected to make the same time commitment as a student studying in Adelaide. The time commitment expected is up to 13 hours per week for an individual course. Many participants undertake the program on a part-time basis, doing a one/ two course(s) per term/ trimester/ semester.

This flexibility enables them to integrate their studies with their work, lifestyle and family condition.

The assessment weightings for courses taught in the NAA and Adelaide are identical:

i. Group assessment tasks – no more than 30%
ii. Participation – no more than 10%
iii. Self or peer assessment – no more than 10%
iv. Any single item of summative assessment – no more than 70%

The only significant difference between the courses taught in NAA and Adelaide is the scheduling of classes. Lectures for NAA courses are usually presented over two intensive weekends and the assignment work for NAA courses may be re-packaged as two or three major submissions rather than a larger number of smaller assignments. Please confirm details for each course in the Course Profile.

Class attendance requirements

Statutory obligations in Singapore are such that attendance in person is a compulsory condition of passing a course. Our specific requirements are that student must attend at least 80% of class sessions to be graded for that course.

Approval for absence must be sought in writing and obtained from NAA Student Services Executives, and Course Coordinator/ Lecturer.

International students are subjected to the ICA’s policies. Please visit the following links for more information.


Class size policy

Generally class sizes will range from a minimum of 15 to a maximum of 60. However, in some circumstances it may be necessary to go above these limits, or below (e.g. to ensure a viable study program for a particular intake). Exceptions include the Bachelor of Nursing where the student: teacher ratio is prescribed by the Singapore Nursing Board. Where the timetable allows, students from different intakes may mix in classes.

When all available places are taken in a course, further enrolment in the course will be suspended. This is to allow the Student Services Executives to manage a list of students waiting to enrol.

Applying for assignment extensions

Extensions will only be given for medical or other extenuating circumstances. Requests for extensions must be emailed to the Course Coordinator, with a copy to Student Services Executives at the NAA, before the due date. Each request will be assessed on its merits. Late assignments (without prior arrangement) may be penalised at the lecturer’s discretion. While the University is sensitive to problems that might arise from time to time, students must submit their work at the designated time to ensure a fair and equitable system. Please refer to the section on ‘Modified Arrangements for Coursework Assessment’.

Late Penalties

i. School of Computer Science

The School of Computer Science policy on late penalties sets a cap on the mark awarded to an assignment submission based on how late it is. For each day, or part day late, the maximum mark that can be awarded is reduced by 25%. No penalty applies if the mark that would have been awarded is less than the maximum permitted. The following table shows how the policy would apply to different ranges of marks over a 4 day period.

### COMPUTER SCIENCE LATE PENALTIES

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<thead>
<tr>
<th>LATE PENALTY</th>
<th>ON TIME</th>
<th>NO PENALTY</th>
<th>1 DAY</th>
<th>MAX 7.5</th>
<th>2 DAYS</th>
<th>MAX 5</th>
<th>3 DAYS</th>
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</table>

Late submission without an approved extension will be penalised at the rate of 10% of available marks for each day after the due date. Work submitted more than ten days after the due date may be returned unmarked.
UNIFIED, the Student Portal is a gateway to all student resources in one location. It offers an integrated, personalised working environment through single sign on (eliminating the need for multiple logins), simplified navigation and reduced searching to find the desired information or service. To log on, go to https://unified.adelaide.edu.au/

Features include:
• Access core systems like MyUni, Access Adelaide, CS Forums
• Email messages from the university
• Calendar displaying critical dates
• Library catalogue search and library news

Student ID & Passwords
To log into the University of Adelaide’s online environment, you will need to use your student ID (username) and password. You can find your username and password on your welcome letter. Your student number is located on the top left of the letter. At the bottom of the letter, you will find a series of numbers and letters which form your password. When you enter your student ID, you will need to add the prefix ‘a’ (e.g.a1234567). After your first log on, you can change your password to your own liking. If you have misplaced your welcome letter or cannot remember your password in the future, you will need to have your password reset by filling up the Password Reset Form which is available on NAA website. For further details, please contact the Student Services Executives at 6738 2910 or email studentservices@NAA.edu.sg

Online Enrolments
All students enrolling for undergraduate and postgraduate coursework awards will enrol online via the University’s Access Adelaide at the UNIFIED portal. Before logging on to Access Adelaide, it is recommended that you plan your enrolment for the entire year. While planning your enrolment, you will need to keep in mind the pre-requisites of particular courses. You will be expected to complete an Enrolment Checklist prior to enrolling in courses. This is a series of 7 steps ranging from checking and entering your address to entering your expected graduation year.

When enrolling in a particular class, you will be required to enter a unique class number. This can be found on your timetable. If you do not have a copy of the timetable, you may download it from the NAA website, http://nna.edu.sg/student-services/timetables/

The Online Enrolment Guide will help you to navigate your way through the online enrolment process. This booklet will be included in your Orientation pack. It is also available on the NAA website.

Important Enrolment Information for all students
When amending your enrolment it is very important that you are fully aware of the census dates and the related penalties that apply. Please refer to Important Dates for Enrolment in this handbook.

*Any amendments to your enrolment online is subjected to Adelaide’s timing. Please note the time difference between Singapore and Adelaide.

Access to Results
If you require a copy of your unofficial transcript for reimbursement purposes etc., you can access this information online: www.access.adelaide.edu.au
And then follow the steps as listed:
• Enter your Username and Password
• Select the link Academic Results
You can then view and print your unofficial transcript for the year, and check any upcoming enrolment details.

Access to Course Materials
The standard approach to teaching is that all lecturers will use MyUni - www.myuni.adelaide.edu.au (except for Bachelor of Computer Science). Lecturers can place a variety of materials on MyUni ranging from Course Outlines and PowerPoint slides to articles of interest and additional readings. When new materials are placed on MyUni, the lecturer will email students via their student email accounts.

Students must be currently enrolled in the course, having enrolled via Access Adelaide to have access to the information on MyUni.

Computer Science Course Materials
The School of Computer Science maintains its own course websites. Each course website is organised into two levels. The top level contains generic information about a course together with a table of links to the course websites for each offering of the course. The course website for a specific offering is password protected but, is accessible using your University of Adelaide username and password.

To locate the course website for a specific offering, go to the courses website: https://cs.adelaide.edu.au/degrees-courses/ and select the link to the course of interest. Then consult the table of links under the heading Singapore and select the link for the term in which you are enrolled. When prompted, enter your University username and password to view the course offerings website.

The course offering website will contain all the information you require to study the Bachelor of Computer Science program.

This may include:
• Lecture schedules
• Assessment details
• Assignment descriptions
• Copies of the lecture slides
• Course Outlines
• Study guides
• Tutorial materials
• Textbook lists
• Links to useful background materials
• Links to other E-Resources.
Student ID Cards

Student will be issued with a University of Adelaide’s student card.

The student cards are valid for the calendar year they are issued. The student card displays the personalised student ID number which will be used in communication with the University and NAA, particularly for the generation of results. Please take note of this number for future reference. The student card provides details that are essential for student access to online resources. The username for such resources is the student ID and must be prefixed by the letter “a” (e.g. a1071234).

There will be a replacement fee if you lose or misplace your student card.

Access to Electronic Resources at the University of Adelaide Library

Students enrolled at the University of Adelaide are entitled to access electronic resources at the University Library. For details about accessing electronic resources such as journals, e-books and databases for journal and newspaper articles, see information at the Library webpage for Offshore Students at: http://digital.library.adelaide.edu.au

General Library Resources

- Library Website: http://www.adelaide.edu.au/library/
  a) Help! I’m not sure how to interpret my essay question
  b) How do I find articles for my assignment
  c) Boolean searching and more (3.53 mins)
  a) Interdisciplinary databases - indexing / fulltext
  b) Subject specific databases
  c) Newspaper databases
  d) Statistics
- Google Advanced (e.g.: government reports) http://www.google.com.au/advanced_search?hl=en
- If there is a problem with a link to fulltext: http://www.adelaide.edu.au/library/help/feres.html

School of Nursing

Contact Research Librarian: Maureen Bell
Email: maureen.bell@adelaide.edu.au
Specific library webpage: http://libguides.adelaide.edu.au/nursing

Recommended list of resources:
  a) Step-by-step to searching Nursing literature for assignments: http://libguides.adelaide.edu.au/home

Business School

Contact Research Librarian: Qing Liang
Email: qing.liang@adelaide.edu.au
Specific library webpage: http://libguides.adelaide.edu.au/business

Recommended list of resources:
  a) Business Source Complete: articles, eBooks and reports
  b) Mint Global: company financial data and reports
  c) Passport GMID [Marketing]: consumer / industry / country - analysis; commentary; reports; statistics
  d) Factiva: mainly newspapers
  e) Google Advanced: e.g. government reports

Search webpage by topics:

Search for statistics data:

School of Education

Contact Research Librarian: Judy Bailey
Email: judith.bailey@adelaide.edu.au
Specific library webpage for Education: http://libguides.adelaide.edu.au/education

Recommended list of resources:
  Databases for Master of Education:
  a) Education Research Complete
  b) ERIC

Entrepreneurship, Commercialisation and Innovation Centre (ECIC)

Contact Research Librarian: Qing Liang
Email: qing.liang@adelaide.edu.au

Recommended list of resources:
  Database resources:
  a) Business Source Complete: articles, eBooks and reports
  b) EI Compendex
  c) Engine

School of Computer Science

Contact Research Librarian: Maggie Low
Email: maggie.low@adelaide.edu.au
Specific library webpage: http://libguides.adelaide.edu.au/compsci

Recommended list of resources:
  Recommended database/resources:
  a) ACM Digital Library
  b) Web of Science
  c) Scopus

Access Problems with the Library

If you encounter access problems with electronic resources at the University Library, please email: library@adelaide.edu.au
SCHOOL OF COMPUTER SCIENCE
E-RESOURCES

Local Websites
The School of Computer Science maintains its own course websites (https://cs.adelaide.edu.au/degrees-courses/), forums server (https://forums.cs.adelaide.edu.au), computer servers, a subversion repository server and a web submission system (https://cs.adelaide.edu.au/services/websubmission/). These can all be accessed using your University username and password.

Forums Server
The forums server (https://forums.cs.adelaide.edu.au/login) is used within the School to make general announcements and to provide a bulletin board for exchanging information with and asking questions of lecturers. When you enrol in a course you should visit the forums server, login using your University username and password. A login link (https://forums.cs.adelaide.edu.au/login) is provided at the top right of your web browser’s window.

The first time you logon to the forums server, you may be asked to complete a profile page. When you do this please do not attempt to hide your identity. The level of support you can get in response to your questions is much greater if you can be easily identified.

Once logged in, follow the ‘Courses’ link in the ‘Navigation’ panel on the left to locate the course(s) you are currently enrolled in. The courses are listed by year level first.

The first time you visit the forums page for a course you will be asked if you wish to enrol in the course - click ‘Yes’. NOTE: this is enrolment in the forums page, not enrolment in the University course. You can then choose to subscribe to individual forums so that you will receive email copies of all posted messages. Alternatively, if an RSS feed is available, you can use your favourite RSS reader to keep up to date with the course.

Notes
• Ensure the lecturer can easily identify who you are.
• Post questions about course-content to the forums, do not email the lecturer.
• Please aim to be polite to your fellow forum users.
• Do not expect instant service, some lecturers are not on line 24x7.

Computer Servers
The School of Computer Science maintains a computer server that is available to all Computer Science students to use. The server is named ‘uss.cs.adelaide.edu.au’ and can be accessed using secure shell (SSH) from anywhere on the internet using your University Username and Password. It is your responsibility to obtain and maintain a copy of SSH for your own equipment.

Subversion Repository Server
The School of Computer Science maintains a subversion repository server that is available to all Computer Science students to use. The server is named ‘version-control.adelaide.edu.au’ and can be accessed using a subversion client using your University Username and Password. It is your responsibility to obtain and maintain a copy of subversion client for your own equipment. You should install the latest stable version. Subversion clients and full documentation can be obtained from: http://subversion.apache.org

Most assignment work makes use of the subversion repository server. This provides a number of significant advantages to students:
• A secure backup copy of your work.
• The ability to work on more than one computer and easily keep all copies up to date.
• When you ask questions on the forums, lecturers can consult your code and give more informed answers.
• No work is ever deleted form the repository server, so you can always go back to an earlier working version if you accidentally delete or corrupt some of your work.
COURSE ASSESSMENT

The curriculum is based on efforts to combine the most up-to-date research, theory, and practice. To best embody such leading edge knowledge in courses that provide meaningful and applicable outcomes for our participants, we engage in an ongoing process of course improvement.

The requirements and deliverables for courses are diverse. Lecturers create assignments that are best suited to achieving the specific learning outcomes of their courses, so you will experience differences between courses. Consequently the types of assignments that you receive in one course should not be the basis for setting expectations regarding assignments in other courses. In keeping with the program’s goal of encouraging creativity and innovation, one aspect of completing course assignments successfully will be the process of defining the specific details of how your work will fulfill the requirements of the assignment. Assignments given will not always provide step-by-step instructions on how they are to be completed. This flexibility allows the development of work that has specific value and application for you as an individual.

Assignment is a core academic activity and an essential component of the learning process. Its main purposes are to encourage student learning, to make judgements about student achievements, and to monitor the student learning, to make judgements about the process. Its main purposes are to encourage and assess student learning.

Assessment is a core academic activity and an essential component of the learning process. Its main purposes are to encourage student learning, to make judgements about student achievements, and to monitor the effectiveness of the learning environment.

The University of Adelaide’s Assessment for Coursework Programs Policy, found at: www.adelaide.edu.au/policies/700, sets out the principles which underpin the University of Adelaide’s approach to assessment, and the mandatory procedures which ensure that the principles are implemented.

Any questions that participants have regarding course requirements or the evaluation of assignments should be directed to the relevant Course Coordinator.

Submitting Assignments

Assessment Cover Sheets

The University of Adelaide requires all students to submit a signed declaration with all assignment work that indicates that they have read the University’s Policy on Plagiarism.

In Computer Science courses, the web-based submission systems will present a form that includes the required declaration. Students must click on the ‘I Agree’ link to sign the declaration and submit their assignment work for assessment.

Most assignments (except for those submitted for Computer Science courses) will be submitted via MyUni; however, please refer to your Course Outline for method of assignment submission as individual lecturers may have preferred methods for receiving pieces of assessment.

MyUni

To submit your assignments via MyUni use the following link and instruction:

- www.myuni.adelaide.edu.au
  - Log in with your Student ID and Password
  - Choose the course for which you need to submit the assignment
  - Select ‘Assignment’ from the course menu
  - Open the assignment the instructor has posted
  - Upload the assignment by clicking ‘Browse my computer’
  - The uploaded assignment will appear below the text editor
  - Select ‘Submit’
  - Message will appear at the top of the screen
  - All assignments must include a cover sheet.
  - For a step-by-step guide please logon to: www.adelaide.edu.au/myuni/tutorials

*Please note the time difference between Singapore and Adelaide. You may wish to confirm if the submission is based on Singapore or Adelaide’s time.

If you experience any technical difficulties with MyUni please contact the MyUni Help Desk on Phone: +61 8 8303 3335

Assignments must NOT be faxed or emailed to the NAA Office.

Please be reminded to keep a copy of your assignment for each course until you have been notified of your final grade for the course.

In some Schools, penalties are imposed for written assignments that are over the word limit. Late penalties are also imposed for written assignments. For details consult the individual School’s policy.

Unless an extension has been granted prior to the date of submission, and for medical or other serious reasons, a late penalty of 10% of total marks per day may be imposed.

Computer Science and Nursing students should refer to the late penalties for their programs.

The School of Computer Science requires most assignment work to be submitted using the web submission system (https://cs.adelaide.edu.au/services/websubmission). The web submission system can be accessed using your University username and password. Once logged on you can navigate to a list of assignments for the course(s) you are enrolled in. When you follow the link you will be presented with the results of all your previous submissions for that assignment.
To make a new assignment submission you must click on the ‘Make A New Submission For This Assignment’ link. This will cause a plagiarism declaration form to be displayed which you must accept before a submission can be made. The submission is actually obtained from a particular directory in your subversion repository. Details of which directory to use will be supplied with each assignment description. A link to the directory is also displayed on the assignment’s submission page so you can check what files you are about to submit.

Some courses will perform some automatic marking of your submissions and some will not. Some courses will allow multiple submissions and some will not. You need to read the assignment description carefully and clarify any questions you have using the course’s forums pages.

Examinations
Examinations are held at the end of each trimester/term/semester. The Course Coordinator/Lecturer will inform students of the weighting given to each exam in the Course Profile published in the course workbook distributed at the commencement of the course.

Evidence of personal communication skills is an implicit component of the assessment process. Such skills will be judged on assignments, tutorial participation and the final examination. Legible handwriting and the quality of English expression are considered to be integral parts of the communication process where assessment is concerned.

It is a student’s responsibility to read the examination timetable. Misreading the timetable is not accepted as grounds for granting a replacement examination. The official examination timetable will be available on the web towards the end of each trimester/term/semester.

University staff are NOT permitted to provide examination times to students over the telephone or in response to personal enquiries. Except in exceptional circumstances, and then only with the prior approval of the Head of School, examinations will be held only at the time and locations stated on the timetable.

If permission is granted for special arrangements, the onus is on a student to make proper arrangements for location, security of papers and to pay all costs incurred. Students will not be given credit for work copied from textbooks or other materials distributed during courses in the examination context, even if it is considered an open book examination.

It is the practice of the NAA not to return examination scripts to students. However, scripts will be held by the relevant University of Adelaide School for a period of twelve months following examinations and students are welcome to discuss their exam performance with the relevant Course Coordinator. After twelve months the scripts will be destroyed.

If a student is scheduled to sit two exams at the same time they may be eligible for alternative examination arrangements. Students must complete the Alternative Exam Arrangements application, found at www.adelaide.edu.au/student/exams and return it to the Student Services Executives.

Students may view their own scripts under supervision. If a mistake is found, for example the marks have been added up incorrectly, a re-mark can be requested. If an exam re-mark is requested, an alternative lecturer may be assigned. Students are advised that their mark may go up, it may go down or it may stay the same.

Students must first review their assessment paper before requesting a re-mark. A written request to review the assessment paper must be filed with the School Administrator through the NAA. Once the request is approved, a copy of your assessment paper will be sent electronically to NAA for your viewing. After viewing the assessment paper and discussing with the Course Coordinator, if you are dissatisfied with the marks assigned, you can then proceed to lodge a request for re-mark. In accordance with the Student Grievance Process, students may seek a re-mark of written assessment which received a pass mark after reviewing their assessment paper. Students must complete the Re-mark Form and submit to the School through NAA. The request must include a summary of the reasons why the student believes their assessment work deserves a higher mark. These reasons must be directly related to the academic quality of the work, and/or a failure in procedure. Re-marks of all assessment must be sought within 10 business days of the date of notification of the result.

The School will acknowledge the request within 3 business days, make a determination and inform the student of the decision in writing within 10 business days of receipt of the request for review or re-mark. Where a review or re-mark is granted, arrange for it to be conducted and completed within a further 10 business days. If the review of re-mark results in a changed overall grade for a course, the changed grade requires approval of the relevant Executive Dean, in accord with the Assessment for Coursework Programs Policy). The final results must be notified to the student in writing.

Note: “I need one more mark” is not grounds for a re-mark.
Modified Arrangements for Coursework Assessment

The Modified Arrangements for Coursework Assessment Policy acknowledges that students who obtain a fail grade in a course may warrant a second chance to demonstrate that they have met the learning outcomes of that course. The policy extends this safety net to students who fail the last course required to complete their academic program. The policy further acknowledges that students may be academically disadvantaged when special needs or unforeseen circumstances impair their ability to complete assessment tasks by or on the specified date. Modified arrangements may take one of three forms:

- Assessment Task Extension
- Replacement Examination
- Additional Assessment – may take any form as determined by the Course Coordinator

Replacement/ Additional Assessment (R/AA)

R/AA are offered to provide an opportunity for students whose academic performance was impaired by circumstances beyond their control in the primary examinations. Schools may offer students another alternative form of assessment, instead of an exam. Applications for R/AA Modified Assessment arrangements must be made on the appropriate forms.

All applications for R/AA must be completed on the official application forms and be accompanied by credible supporting documentation (evidence) when lodged with the relevant School or Faculty. Medical certificates must clearly indicate the applicable period. R/AA is discretionary. Students are encouraged to attend the primary exam wherever possible. Generally, the University does not consider minor ailments such as colds and respiratory infections as grounds for being certified unfit to sit an exam.

### Grounds

<table>
<thead>
<tr>
<th>Grounds</th>
<th>Scope</th>
<th>Forms</th>
<th>Application Deadlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical</td>
<td>Where an illness or injury prevents a student attending an examination or significantly impairs their preparation for or performance at an examination.</td>
<td>Information Sheet: <a href="http://www.adelaide.edu.au/student/exams/pdfs/maca_medical_compassionate_info.pdf">http://www.adelaide.edu.au/student/exams/pdfs/maca_medical_compassionate_info.pdf</a></td>
<td>At least 5 business days before submission date, or if the condition/circumstance happens after this date, 5 business days after the date of the condition/circumstance arising.</td>
</tr>
<tr>
<td>Compassionate</td>
<td>Where exceptional personal circumstances prevent a student attending an examination or significantly impair their preparation for or performance at an examination.</td>
<td>Information Sheet: <a href="http://www.adelaide.edu.au/student/exams/pdfs/maca_extenuating_cirCs_info.pdf">http://www.adelaide.edu.au/student/exams/pdfs/maca_extenuating_cirCs_info.pdf</a></td>
<td>No later than 5 business days after the conflict is identified.</td>
</tr>
<tr>
<td>Extenuating</td>
<td>Where circumstances beyond student’s control seriously impair the ability to demonstrate true level of competence in an assessment task or final examination.</td>
<td>Information Sheet: <a href="http://www.adelaide.edu.au/student/exams/pdfs/maca_extenuating_cirCs_info.pdf">http://www.adelaide.edu.au/student/exams/pdfs/maca_extenuating_cirCs_info.pdf</a></td>
<td>No later than 5 business days after the condition/circumstance arising.</td>
</tr>
<tr>
<td>Last Course</td>
<td>Where a student has failed in only one final full-year or one final semester course that could complete his or her program for a degree.</td>
<td>Application Form: <a href="http://www.adelaide.edu.au/student/exams/maca_last_course_applic_aug2012.pdf">http://www.adelaide.edu.au/student/exams/maca_last_course_applic_aug2012.pdf</a></td>
<td>Within 5 business days of the release of results.</td>
</tr>
<tr>
<td>Academic</td>
<td>Where a student’s final result is in the range of 45-49, an academic area may choose to offer a R/AA examination.</td>
<td>You cannot apply for academic R/AA. Schools will advise students if they have been granted a R/AA exam on academic grounds.</td>
<td></td>
</tr>
</tbody>
</table>

Decision, Notification and Outcome

You will be notified of the outcome of your application in writing, usually by email within 5 business days of receipt of application to your University student email account.

If you are granted a Replacement Examination, and you sat the primary examination, the mark for your primary examination will be cancelled and replaced by the mark for the Replacement Examination regardless of whether the latter mark is higher or lower than the original mark, or if the mark for a Replacement Examination results in an overall Fail grade. Your attendance at a Replacement Examination constitutes acceptance that the mark for the Replacement Examination will replace the mark for the primary examination.

The results of R/AA offered on academic grounds will not be graded above the level of 50 Pass. Where a R/AA on academic grounds produces an overall result that is different from the primary result, the better of the two results will apply.

All students will receive a single final result for each course, whether or not a R/AA was necessary to achieve that result. No indication of the R/AA will appear on your official academic transcript.
Application for Credit

Credit is also known as ‘credit for previous study’, ‘credit transfer’, ‘status’, ‘recognition of prior learning’, and ‘advanced standing’.

Student’s credit application will only be considered if it is accompanied by the following items:
• an official certified copy of your complete academic record (academic transcript); and,
• syllabus details of the course(s) for which credit is being sought. Students is required to submit photocopies or printouts of the syllabuses as they appear in the Calendar/Handbook of the relevant institution for the relevant year; and,
• a brief description of the structure of the qualification previously studied, including stating how many units are required for a full-time load (for example, 24 units in one year is a full-time load at the University of Adelaide).

Please follow these steps to apply for credit:

1. Download and complete the Application for Credit Form from NAA website, http://naa.edu.sg/student-services/forms/

2. Obtain a complete, original or certified copy of your academic transcript (which lists the courses you have completed and your results). If the academic transcript shows courses for which have already received credit, student will need to provide earlier transcripts showing the grades received for those courses.

3. Obtain syllabus details of the course(s) for which credit is being sought and provide a brief description of the structure of the qualification already studied, including the number units required for a full-time load.

4. Submit the Credit Application form to the respective Student Services Executives.

Student will receive a letter from the Faculty/ School Office outlining the credit transfer granted between 5 to 14 business days, however, complex credit assessment applications may require more than 14 business days to process.

ACADEMIC PERFORMANCE

The University of Adelaide grading scheme.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>85-100%</td>
<td>High Distinction</td>
</tr>
<tr>
<td>75-84%</td>
<td>Distinction</td>
</tr>
<tr>
<td>65-74%</td>
<td>Credit</td>
</tr>
<tr>
<td>50-64%</td>
<td>Pass</td>
</tr>
<tr>
<td>49% or less</td>
<td>Fail</td>
</tr>
</tbody>
</table>

No work submitted for assessment: Fail
No Formal Examination: No Formal Examination
Result Pending: An interim result
Continuing: Continuing

Assessment Policy Objectives
The overall objective of University’s assessment policy is to recognise superior academic performance and enhance student performance through competition. In addition, it is essential, for the purpose of quality assurance, to maintain a measure of comparability on grading across disciplines and courses, as well as over time.

Results
Examination results can be accessed online via Access Adelaide.

Grade Descriptions
The table below sets out the approach used in University to assess performance and determine grades:

<table>
<thead>
<tr>
<th>Grade Description</th>
<th>General Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIGH DISTINCTION 85-100%</td>
<td>Outstanding or exceptional work in terms of understanding, interpretation and presentation.</td>
</tr>
<tr>
<td>Reading</td>
<td>Strong evidence of independent reading beyond core texts and materials.</td>
</tr>
<tr>
<td>Knowledge of topic</td>
<td>Demonstrates insight, awareness and understanding of deeper and more subtle aspects of the topic. Ability to consider topic in the broader context of the discipline.</td>
</tr>
<tr>
<td>Articulation of argument</td>
<td>Demonstrates imagination or flair. Demonstrates originality and independent thought.</td>
</tr>
<tr>
<td>Analytical and evaluative skill</td>
<td>Highly developed analytical and evaluative skills.</td>
</tr>
<tr>
<td>Problem solving</td>
<td>Ability to solve very challenging problems.</td>
</tr>
<tr>
<td>Expression and presentation appropriate to the discipline</td>
<td>Highly developed skills in expression and presentation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Grade Description</th>
<th>General Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>DISTINCTION 75-84%</td>
<td>A very high standard of work which demonstrates originality and insight.</td>
</tr>
<tr>
<td>Reading</td>
<td>Evidence of reading beyond core texts and materials.</td>
</tr>
<tr>
<td>Knowledge of topic</td>
<td>Evidence of an understanding of deeper and more subtle aspects of the topic.</td>
</tr>
<tr>
<td>Articulation of argument</td>
<td>Demonstrates imagination or flair. Demonstrates originality and independent thought.</td>
</tr>
<tr>
<td>Analytical and evaluative skill</td>
<td>Evidence of analytical and evaluative skills.</td>
</tr>
<tr>
<td>Problem solving</td>
<td>Ability to solve non-routine questions.</td>
</tr>
<tr>
<td>Expression and presentation appropriate to the discipline</td>
<td>Adequate skills in expression and presentation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Grade Description</th>
<th>General Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CREDIT 65-74%</td>
<td>Well developed skills in expression and presentation.</td>
</tr>
<tr>
<td>General Description</td>
<td>Demonstrates a high level of understanding and presentation and a degree of originality and insight.</td>
</tr>
<tr>
<td>Reading</td>
<td>Thorough understanding of core texts and materials.</td>
</tr>
<tr>
<td>Knowledge of topic</td>
<td>Sound knowledge of principles and concepts.</td>
</tr>
<tr>
<td>Articulation of argument</td>
<td>Well-reasoned argument based on broad evidence.</td>
</tr>
<tr>
<td>Analytical and evaluative skill</td>
<td>Evidence of analytical and evaluative skills.</td>
</tr>
<tr>
<td>Problem solving</td>
<td>Ability to use and apply fundamental concepts and skills.</td>
</tr>
<tr>
<td>Expression and presentation appropriate to the discipline</td>
<td>Good skills in expression and presentation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Grade Description</th>
<th>General Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>PASS 50-64%</td>
<td>Satisfies the minimum requirements.</td>
</tr>
<tr>
<td>General Description</td>
<td>Evidence of having read core texts and materials.</td>
</tr>
<tr>
<td>Reading</td>
<td>Some evidence of analytical and evaluative skills.</td>
</tr>
<tr>
<td>Knowledge of topic</td>
<td>Adequate problem solving skills.</td>
</tr>
<tr>
<td>Articulation of argument</td>
<td>Evidence of analytical and evaluative skills.</td>
</tr>
<tr>
<td>Problem solving</td>
<td>Adequate problem solving skills.</td>
</tr>
<tr>
<td>Expression and presentation appropriate to the discipline</td>
<td>Adequate skills in expression and presentation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Grade Description</th>
<th>General Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>FAIL 0-49%</td>
<td>Adequate skills in expression and presentation.</td>
</tr>
<tr>
<td>General Description</td>
<td>Fails to satisfy the minimum requirements.</td>
</tr>
<tr>
<td>Reading</td>
<td>Very little evidence of having read any of the core texts and materials.</td>
</tr>
<tr>
<td>Knowledge of topic</td>
<td>Scant knowledge of principles and concepts.</td>
</tr>
<tr>
<td>Articulation of argument</td>
<td>No evidence of ability to construct coherent argument.</td>
</tr>
<tr>
<td>Analytical and evaluative skill</td>
<td>No evidence of analytical and evaluative skills.</td>
</tr>
<tr>
<td>Problem solving</td>
<td>No evidence of problem solving skills.</td>
</tr>
<tr>
<td>Expression and presentation appropriate to the discipline</td>
<td>Rudimentary skills in expression and presentation.</td>
</tr>
</tbody>
</table>
The University is committed to maintaining the highest standards in student academic performance. As part of this commitment, the University monitors the progress of all students enrolled in undergraduate and postgraduate coursework programs in the University. This monitoring identifies students with outstanding achievement and students with unsatisfactory academic performance.

**Unsatisfactory Academic Progress**

University of Adelaide students are provided with the opportunity to meet the academic standards that lead to the conferral of a University of Adelaide award. Students have the primary responsibility for their own academic progress but the University recognises that it is important to identify students at risk of making unsatisfactory progress so that they can take steps to address the impediments to their progress and to improve. If a student’s progress in an academic program is consistently unsatisfactory, conditions may be placed on the student’s continued enrolment or the student may be excluded from continuing their studies in that program. The University policy, found at: [www.adelaide.edu.au/policies/1803/](http://www.adelaide.edu.au/policies/1803/), specifies how unsatisfactory progress will be identified and addressed.

If you are struggling with your academic studies or any other issue seek assistance as soon as possible. The Student Services Executives at the NAA can direct you to the relevant person.
ACADEMIC HONESTY AND ASSESSMENT OBLIGATIONS

All academic dishonesty is unacceptable. You must not submit for assessment any examination or piece of work that has been completed dishonestly.

For assessments other than examinations, examples of academic dishonesty include, but are not limited to, the following:

(a) Plagiarism, which includes:

i. Presenting work that is not your own in any format, without appropriate attribution or reference to the original source.

ii. Paraphrasing or copying work that is not your own, without due acknowledgement by way of reference to the original work.

iii. Adopting the ideas of others, or the structure of an existing analysis, without due acknowledgement by way of reference to the original source.

The work of others may be submitted only when use of the work is appropriate and duly acknowledged.

(b) Collusion, which includes:

i. Inappropriately assisting other students in the production of an assessment task.

ii. Accepting inappropriate assistance in the production of an assessment task.

iii. Submitting work which is the same or substantially similar as another student’s piece of work for the same assessment task.

Work created with the assistance of others may be submitted only when the Course Coordinator has given prior permission for joint or collaborative work to be submitted, as specified in the Course Profile.

How to Avoid Plagiarism

The issue of plagiarism and what constitutes plagiarism can vary between disciplines. The following notes are intended to guide students so that the issue can be better understood.

Written Reports

Some courses will require written reports to be submitted. Avoiding plagiarism in written reports requires more care since by their very nature, written reports tend to be based on consulting the works of others. The key issue is how the work of others is presented and how it is acknowledged.

If you make a statement in a report that requires some justification, then you should include a reference to one or more publications that contain material supporting that statement. The referencing style may vary between disciplines but it will at the very least include a marker in the text, eg [1], and at the end of the report a list of referenced works indexed by the marker. eg. [1] A Author, “Very interesting title”, Journal of Words, Volume 16, Number 2, March 2003, pp34-47. The basic rule is whether you have provided all the information available to make locating the work easy?

A more common problem is where you wish to make a point that has already been well argued in another publication. In this case one of two approaches should be taken. You can include the original text in quotation marks, “”, and also include a reference to where the original text can be found. This makes it clear that these words are not your own work.

A much better approach is to identify the key points that are being made and use these to formulate your own argument. Then you would write your own words to express the key points you wish to make and include appropriate references to the original works to support your argument. It is not sufficient to make minor edits to the original work. Instead you must make your own notes and start again. Your own words will have different structure and you will learn more from the exercise.

For further guidance on the expected referencing style, please refer to the Communication Skills Guide.

Bachelor of Computer Science Programming Assignments

Most Computer Science assignments involve programming exercises. Programming can prove difficult for new students and it is tempting to ask your friends for help. The key issue is that when you submit a programming exercise for assessment, it must be your own work. Therefore, in seeking assistance from peers, general discussions of the course concepts may be considered good practice but no student should be permitted to see another student’s code. The task of programming is a vital part of the learning process that underpins much of Computer Science education. It is extremely important for students to do their own programming and in that way develop the key skills that will help them learn the course material and make them highly sought after employees. It is important to realise that the University policy does not discriminate between the author of a program or another student who just copies. Both are considered to have committed a serious offence and will be subject to the same disciplinary process. It is important to realise that the University policy does not discriminate between the author of a program or another student who just copies. Both are considered to have committed a serious offence and will be subject to the same disciplinary process.

The penalties associated with plagiarism and collusion are designed to impose sanctions on offenders that reflect the seriousness of the University’s commitment to academic integrity.

Penalties may include: the requirement to revise and resubmit assessment work, receiving a result of zero for the assessment work, failing the course or exclusion from the program.

The Academic Honesty and Assessment Obligations for Coursework Students Policy is available on the University website www.adelaide.edu.au/policies/230
STUDENT FEEDBACK/ COMPLAINT AND GRIEVANCE RESOLUTION PROCESS

NAA has a closed-loop Dispute Resolution Policy that is aligned with the Dispute Resolution stipulated by CPE. NAA welcomes feedback and complaints from students, parents and guardians, staff, partners organisations, recruitment agents and the public at large.

NAA maintains the Dispute Resolution Policy as a managed platform for students to provide valuable feedback on their experience with NAA. The various ways of providing feedback is communicated to the students via the Student Orientation, Student Handbook and NAA website.

It is in NAA’s policy that each feedback is appropriately acknowledged and addressed. NAA is committed to ensuring that a complaint / grievance is resolved within twenty-one (21) working days upon receiving the compliant / grievance. Where students are not satisfied with the outcome from NAA’s internal grievance process, they can seek redress via:-

- Student Services Executives
  a) The CPE Mediation-Arbitration Scheme
     (https://www.cpe.gov.sg/cpe/slot/u100/Publication/publication/Dispute%20Resolution%20Brochure.pdf)
  b) The Small Claims Tribunals (SCT) for amounts not more than $10,000.00
     (http://smallclaims.com.sg/)
  c) Personal legal counsel

For assistance on Dispute Resolution, please approach the Student Services located at level 3 or email studentservices@NAA.edu.sg. You may also download the form to provide feedback to us.
NAA REFUND POLICIES

Refund for withdrawal due to non-delivery of course

NAA will notify the student within three (3) working days upon knowledge of any of the following:

a) It does not commence the Programme on the Programme Commencement Date;

b) It terminates the Programme before the Programme Commencement Date;

c) It does not complete the Programme by the Programme Completion Date;

d) It terminates the Programme before the Programme Completion Date;

e) It has not ensured that the Student meets the course entry or matriculation requirement as set by The University of Adelaide within any stipulated timeline set by CPE; or

f) The Student’s Pass application is rejected by Immigration and Checkpoints Authority (ICA)

The Student would be informed in writing of alternative study arrangement (if any), and also be entitled to a refund of the entire Programme Fees and Miscellaneous Fees already paid should the Student decide to withdraw, within seven (7) working days of the above notice.

Refunds for Withdrawal Due to Other Reasons

If the Student withdraws from the Programme for any reason other than those stated in (1), NAA will, within seven (7) working days of receiving the Student’s written notice of withdrawal, refund to the Student an amount based on the Refund Table.

Refund During Cooling off Period

NAA will provide the Student with a cooling-off period of seven (7) working days after the date that the Contract has been signed by both parties. The Student will be refunded the highest percentage (stated in the following Refund Table) of the fees already paid if the Student submits a written notice of withdrawal to NAA within the cooling-off period, regardless of whether the Student has started the programme or not.

Request for Fee Refund

The following conditions must be fulfilled for refund of course fee(s), if any is to be considered:

1. Any request for withdrawal must be submitted in writing with the Application for Refund Form (duly completed) to the respective Student Services Executives.

2. Refund amount will be based on Refund Table.
**Student Refund Process**

Student needs to complete Application for Refund Form (available at www.NAA.edu.sg) and submit supporting claims/ reason for refund to the Student Services Executives. Please note that you are required to drop course via Access Adelaide if you have enrolled earlier.

The Student Services Executives will verify that the Application for Refund Form is completed and calculates refund amount.

NAA’s Finance Department will validate refund amount. (Please refer to Refund Table)

You will be notified for collection of cheque received within 7 working days from date of the refund application if your application is successful.

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<table>
<thead>
<tr>
<th>% of Fee Paid</th>
<th>If Student’s written notice of withdrawal is received:</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>More than 5 days before the commencement of the course</td>
</tr>
<tr>
<td>50%</td>
<td>Less than 5 days from the commencement of the course</td>
</tr>
<tr>
<td>50%</td>
<td>After the 1st intensive class, but not more than 5 days before the course commencement of the 2nd intensive class</td>
</tr>
<tr>
<td>0%</td>
<td>Less than 5 days from the commencement of the 2nd Intensive class</td>
</tr>
</tbody>
</table>
NAA CONFIDENTIALITY AND SECURITY INFORMATION POLICY

NAA and the University have a confidentiality and security policy on all data kept by NAA and University for the purpose of administering the student’s studies in NAA and UA.

Policy on Confidentiality and Security
i. Information is protected against unauthorised access;
ii. Confidentiality of information is maintained;
iii. Integrity of information through protection from unauthorised persons through deliberate or careless action;
iv. Integrity of information through protection from unauthorised modification;
v. Availability of information to authorised users when needed;
vi. Regulatory and legislative requirements will be met

The confidentiality and security policy is clearly communicated to all its students and staff via NAA’s Student Handbook, application forms and email correspondences.

NAA recognises its responsibility to collect, manage, use student information appropriately within the prevailing community standards of best practice.

Manner and Purpose Of Personal Information Collection
i. Personal information: Personal information will only be collected if it is required for a lawful purpose directly related to a function or an activity of NAA, or if the collection of the information is required by law.
ii. NAA will take all reasonable steps to ensure that stakeholders’ personal information collected and held by NAA is accurate, authentic and reliable.
iii. NAA will take reasonable steps to inform stakeholders of how it will use the information it has collected.
iv. NAA will take reasonable steps to inform stakeholders of the implications of providing and of not providing the information.
v. Sensitive information: NAA will only collect sensitive information as required by law or with the individual’s consent.

UNIVERSITY POLICIES

Academic Honesty Policy
www.adelaide.edu.au/policies/230

Copyright Guide for Students
www.adelaide.edu.au/copyright/

Information Technology Acceptable Use Policy
www.adelaide.edu.au/policies/2783

Reasonable Adjustments to Teaching & Assessment for Students with a Disability Policy
www.adelaide.edu.au/policies/64/

Coursework Academic Programs Policy
www.adelaide.edu.au/policies/669/

Student Misconduct Rules
www.adelaide.edu.au/policies/33/

Student Experience of Learning and Teaching Policy
www.adelaide.edu.au/policies/101

Student Grievance
www.adelaide.edu.au/student/grievance/

Unsatisfactory Academic Progress by Coursework Students Policy
www.adelaide.edu.au/policies/1803/

Plagiarism
http://www.adelaide.edu.au/writingcentre/plagiarism

Modified Arrangements for Coursework Assessment Policy
http://www.adelaide.edu.au/policies/3303/

Assessment for Coursework Program Policy

Postgraduate and Undergraduate Calendar
http://www.adelaide.edu.au/policies/2923/

* Please note that the University will update the links from time to time. You may visit Policy Directory / University Policy Framework http://www.adelaide.edu.au/policies/
STUDENT EXPERIENCE OF LEARNING AND TEACHING (SELT) POLICY

Overview
SELT surveys are designed to be an indicator of learning and teaching practices from the student perspective. They are an important source of information to inform individual teaching practice, decisions about teaching duties, and course and program curriculum design. They enable the University to assess how effectively its learning environments and teaching practices facilitate student engagement and learning outcomes. The purpose of this policy is to implement the University’s commitment to collecting, analysing and responding to student feedback to improve student learning experiences and outcomes.

Policy Principles
Conduct of SELT Surveys
1. All aspects of the design, conduct and reporting of SELT surveys must respect the rights, privacy and dignity of teachers and students involved in the SELT process.
2. Student responses must be anonymous and remain confidential.

PASTORAL COUNSELLING FRAMEWORK

NAA adopts the counselling service framework of the University to students enrolled in NAA.

Students enrolled in the NAA may seek counselling services from the University of Adelaide via the Student Services Executives.

NAA offers students:

1. Program Counselling
Student may request for an appointment via the Student Services Executives to assist in scheduling an informal consultation with the appropriate staff i.e. the Dean or Academic Director or Program Director to meet with the Student in addressing the areas of concern.

2. Pastoral Counselling
Where cases are deemed to require professional support, NAA shall provide advice and contact of external professional counsellors who are either psychologists or social workers with extensive counselling experience to arrange for specific support.

Please contact Student Services Manager at studentservices@NAA.edu.sg

3. NAA Student Learning Study Skill Workshops
Self-help resources on study tips and wellbeing are available at http://naa.edu.sg/student-services/pastoral-care/

CAREER SERVICES

NAA has partnered with JobsCentral to provide our students with listing of career opportunities. This can be accessed via our NAA website, under ‘Career’.
ADELAIDE UNIVERSITY ALUMNI ASSOCIATION (SINGAPORE)

We warmly welcome your continuing connection with the University of Adelaide, and the School in which you completed your studies.

The Adelaide University Alumni Association Singapore (AUAA) is an alumni network for any alumni based in Singapore, in the long or short term. Alumni include former and current staff, former and current students and graduates.

We warmly welcome your continuing connection with the University of Adelaide, and the School in which you completed your studies.

The Adelaide University Alumni Association Singapore (AUAA) is an alumni network for any alumni based in Singapore, in the long or short term. Alumni include former and current staff, former and current students and graduates.

Perpetual Email provides graduates with a constant, portable email address that will remain in use into the future and will assist students to maintain a lifetime connection to the University. While it is not an address with a storage facility, it does provide portability, coupled with the prestige of a University of Adelaide email address.

A Perpetual Email address can also be used to help University contacts and groups reach graduates, even if they change jobs or move overseas.

For further information, please visit www.alumni.adelaide.edu.au

Visit www.NAA.edu.sg to download form to join AUAA. Alternatively, to become a member please contact:

Mr William Tay, President Adelaide University Alumni Association (Singapore) c/o Ngee Ann – Adelaide Education Centre 97 Tank Road, Level 3, Teochew Building, Singapore 238066 T: 65 6738 2910 F: 65 6738 3314 E: auaas@NAA.edu.sg

Mr Luke Van Trigt, Alumni Relations Officer (International) University Engagement T: +61 8 8313 5808 E: luke.vantrigt@adelaide.edu.au

Student Centre T: +61 8 8303 5208 E: student.centre@adelaide.edu.au

Keep in touch with your alma mater and those people who played a significant role in your studies and student life. You can renew friendships and take an active role in the rich community life of the University through social, intellectual and educational activities organised by the network and University Engagement Branch. The AUAA meets on average 3-4 times a year, and it is easy to be involved as much or as little as you like.

Join the network by registering with Adelaide onLION (the University’s online community) and adding them into your “My Groups” tag: www.adelaide.edu.au/alumni/requestanaccount/

Visit www.NAA.edu.sg to download form to join AUAA. Alternatively, to become a member please contact:

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POSTGRADUATE PROGRAMS IN BUSINESS ADMINISTRATION

GRADUATE CERTIFICATE IN BUSINESS ADMINISTRATION
GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION
MASTER OF BUSINESS ADMINISTRATION

The underlying philosophy of the Business Administration programs is to integrate specific management tools and techniques into a meaningful and comprehensive program of management education. The programs are designed to provide a broadly based education for students as managers rather than just the acquisition of an off-the-shelf set of skills. The aim is to develop program solving and communication skills, leadership and team building skills, and critical and analytical abilities, which enable the students to understand better and deal with complex issues in management in a rapidly changing business environment.

The Adelaide MBA, Graduate Diploma and Graduate Certificate in Business Administration programs emphasise on the development of the abilities to:

- Understand the functional interrelationships between different parts of an organisation and the broader interaction of the organisations with its environment
- Recognise and act effectively on problems and opportunities confronting an organisation
- Coordinate and apply for an organisation’s financial, physical, technological and human resources in pursuit of important objectives
- Understand and communicate effectively with people inside and outside an organisation
- Evaluate current management policies and practices to develop new ways to improve organisational effectiveness
- Provide strong leadership

Summer School

The Business School runs a Summer School each year where courses are offered in intensive mode. It provides an excellent opportunity for students to experience life on campus in Adelaide, and to network with a wide range of Adelaide and international MBA students.

Summer School is normally held from second week in January and lasts for up to two weeks. The timetable for Summer School is usually available from October. Students are strongly encouraged to enrol in only one course during Summer School as the workload is quite high and will include pre-readings and continuous assessment throughout the course.

Queries relating to Summer School should be directed to the Program Executive or Student Learning Services at StudentLearning@NAA.edu.sg.

Study Exchange Arrangements

Exchange arrangements exist with a number of management schools in Europe, North-America and Asia through a number of university-level relationships and specific agreements. Examples include:

- European School for Advanced Management (ESSAM): www.essam.eu
- European Business School (EBS): www.ebs.edu
- Leipzig Graduate School of Managements: www.hhl.de

These allow MBA students to undertake courses at an overseas university and have the courses credited towards their Adelaide degree. Further information can be found at the Professions Student Hub website: http://www.adelaide.edu.au/professions/hub/pg/study-overseas/

NAA MASTER OF BUSINESS ADMINISTRATION PRIZES

<table>
<thead>
<tr>
<th>DONOR</th>
<th>COURSE</th>
<th>AWARD (SGD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ngee Ann-Adelaide</td>
<td>Most Outstanding MBA Graduate</td>
<td>1000</td>
</tr>
<tr>
<td>Ngee Ann-Adelaide</td>
<td>7013NA Economics for Management</td>
<td>300</td>
</tr>
<tr>
<td>KPMG</td>
<td>7100NA Accounting for Managers</td>
<td>300</td>
</tr>
<tr>
<td>Takashimaya</td>
<td>7104NA Marketing Management</td>
<td>300</td>
</tr>
</tbody>
</table>

The above MBA prizes were generously donated by companies that have a close association with NAA.

Prizes will be awarded for Singapore MBA courses over each calendar year. If more than one student is deemed eligible for a prize, the prize amount will be shared between the recipients.

MERIT ACADEMIC PERFORMANCES

Dean of Business School’s List of Top Graduates

Accreditation

The University’s business programs have been awarded a five year international accreditation from the Association to Advance Collegiate Schools of Business (AACSB)

www.aacsb.edu/accreditation

2015 NGEEL ANN-ADELAIDE EDUCATION CENTRE STUDENT HANDBOOK 33
Program Articulation

Upon successful completion of four courses in the Graduate Certificate in Business Administration (GCBA) students may progress to the Graduate Diploma in Business Administration (GDBA). On successful completion of the GDBA students may progress to the MBA.

Students are eligible to graduate with the GCBA or GDBA, but please note that should you elect to graduate with that award you will then be considered a new student when transferring into the next program. You will be liable for the current tuition fee applicable to the next program at the time of transfer.

Leaving the University of Adelaide Prior to Completing Your Program

If you have completed at least 50% of your program but need to leave, you may still be eligible to graduate with a University of Adelaide qualification. We can assist you in choosing a reputable institution should you wish to continue your studies in a new location.

DEGREE STRUCTURES

MBA

Compulsory Core Courses
- Fundamentals of Leadership
- Accounting for Managers
- Marketing Management
- Economics for Management
- Managing Contemporary Organisations
- Managerial Finance
- Managing in a Global Context
- Strategic Management
- Services and Operations Management

Elective Courses
Choose three (please note that not all electives are available every year):
- Negotiation Skills
- Systems Thinking for Management
- Entrepreneurship and Innovation
- Applied Project Management 1
- Business Valuation
- Company Failure and Renewal
- Entrepreneurship
- International Marketing
- Knowledge Management
- Management Change

Graduate Diploma in Business Administration

Compulsory Core Courses
- Fundamentals of Leadership
- Accounting for Managers
- Marketing Management
- Economics for Management
- Managing in a Global Context
- Managerial Finance
- Managing a Global Context

Elective Courses
Choose two (please note that not all electives are available every year):
- Negotiation Skills
- Systems Thinking for Management
- Applied Project Management 1
- Managing Contemporary Organisations
- Strategic Management
- Management of Change
- Company Failure and Renewal
- Entrepreneurship
- International Marketing
- Services and Operations Management

Graduate Certificate in Business Administration

Compulsory Core Courses
- Fundamentals of Leadership
- Accounting for Managers
- Marketing Management
- Economics for Management
- Managing in a Global Context

Elective Courses
Choose one (please note that not all electives are available every year):
- Negotiation Skills
- Systems Thinking for Management
- Entrepreneurship and Innovation
- Applied Project Management 1
- Managerial Finance
- Services and Operations Management
- Knowledge Management

For academic Program Rules, please refer to the University Calendar: www.adelaide.edu.au/calendar
ACCOUNTING FOR MANAGERS
Course Code: MANAGEMT 7100NA
Course Value: 3 Units
Participants in this course will develop the essential ability of all managers, to use complex accounting information as a platform for decision-making. As the course unfolds, participants will build an increasingly sophisticated level of understanding of the language of accounting and its key concepts. In addition the course develops skills in interpreting earnings statements, balance sheets, and cash flow reports. This ability to analyse financial statements will enable participants to deal more effectively with strategic options for their businesses or business units.

Strong foundations in financial analysis and development of crucial basic accounting skills will also enable participants to develop a management accounting focus. From this second phase of the course students will take away highly relevant skills in areas such as budgeting, product and service costing and short-run decision making. Such skills, ability and knowledge will enable participants to more effectively identify profitable opportunities and to contribute significantly to better management within their own organisations.

COMPANY FAILURE & RENEWAL
Course Code: MANAGEMT 7025NA
Course Value: 3 Units
Prerequisite: Accounting for Managers, Managing Contemporary Organisation

This course should create an awareness of the reasons why organisations experience crisis and what might be done to identify problems, to avoid potential failure and to transform organisations to enable them to succeed in the future. The symptoms, causes and processes of failure will be examined in depth, as well as the techniques, both quantitative and qualitative, that may be used to identify the onset of difficulties as early as possible. In particular, the following issues will be addressed: what failure means; how it is caused; how its approach can be identified from within the organisation; the process of organisational decline; how failure in companies may be predicted from their financial reports; how cultural differences can influence failure; what can be learnt from past collapses; insolvency law and how it affects companies and those who manage them; opportunities and strategies for business revival; whether there might be a new beginning for businesses after failure; strategies for turnaround and transformation; cases related to failure and turnaround.

ECONOMICS FOR MANAGEMENT
Course Code: MANAGEMT 7103NA
Course Value: 3 Units

This course provides an introduction to economic thinking and its relevance and application to managing organisations. The first part of the course deals with the structure of markets, including perfect competition, monopoly and oligopoly, and the competitive regulatory environment. The second part deals with the determinants of the aggregate level of output and employment, and elements in the determination of macroeconomic policy including interest rates, inflation and foreign trade and capital flows. The focus of the course is on current issues and their implications for managers and competitive organisations.

ENTREPRENEURSHIP
Course Code: MANAGEMT 7000NA
Course Value: 3 Units
Prerequisite: Accounting for Managers, Marketing Management

Entrepreneurship is increasingly recognised as an important driving force in the economic development and prosperity of a community. While broader issues of entrepreneurship are covered, the course focuses on entrepreneurship in new venture creation, identifying opportunities, business planning for a new venture, obtaining venture capital, growth, technological innovation, harvesting wealth and coping with failure and bankruptcy.

FUNDAMENTALS OF LEADERSHIP
Course Code: MANAGEMT 7086NA
Course Value: 3 Units

Upon completion, students will possess an understanding of the development of management thought and practice, providing a background against which new trends in management can be viewed. They will be able to identify and discuss the major challenges facing management in today’s environment, and, with heightened self-awareness, develop the understanding and communication skills required to effectively lead and manage a diverse workforce. To achieve success in today’s competitive environment it is essential that managers develop the ability to interact positively with others, whether they be employees, employers, colleagues, customers or suppliers. Strong interpersonal skills are also required if students are to maximise the benefits from their management studies. Fundamentals of Leadership, positioned at the beginning of the MBA program, encourages students to explore issues and develop personal skills central to leadership. By exploring self-awareness, students will be well placed to broaden their understanding of others. Topics include written and oral communication skills, team skills, conflict management and stress management.
**INTERNATIONAL MARKETING**

**Course Code:** MANAGEMT 7041NA  
**Course Value:** 3 Units  
**Prerequisite:** Marketing Management

Marketing Products in international markets requires an understanding of cultural, economic and political forces that strongly influence business strategies regardless of firm size. It is, however, recognised that the resources available to large and small exporters are quite different and therefore the approaches taken to developing export markets are different. This course aims to build a series of frameworks that will enable the student to develop market entry and market development strategies in global markets. Market development strategies rely on an analysis of international markets and implementation of an international marketing mix, which will be adapted to international buyers.

**MANAGERIAL FINANCE**

**Course Code:** MANAGEMT 7101NA  
**Course Value:** 3 Units  
**Prerequisite:** Accounting for Managers

This course introduces you to the world of modern finance, especially to the financial operations of business. It covers the concepts of time value of money, asset valuation, risk and return paradigm, capital budgeting, financing, and payout decisions, and derivatives. Upon completion, students will be able to value bonds and stocks, estimate asset returns according to their risk characteristics, choose projects that maximize shareholder’s wealth using a wide range of analytical tools. They will also develop a good understanding on how firms finance their capital expenditure on their investment and the levels of dividends and other payouts for their shareholders. Finally, students will gain a basic understanding on derivatives such as options and futures, and apply them for sound risk management practices.

**MANAGING CONTEMPORARY ORGANISATION**

**Course Code:** MANAGEMT 7087NA  
**Course Value:** 3 Units  
**Prerequisite:** Fundamentals of Leadership

This course exposes students to some key influences and perspectives on the management of organisations. Its focus is primarily on human issues that affect and are dealt with by managers day-to-day. The course is an extension of “Fundamentals of Leadership” and provides the background and theoretical framework for more advanced studies in business management. Some of the topics addressed may, at first, seem somewhat theoretical or even “philosophical” in nature, but the whole course is designed to provide students with the foundation for practical action in the field. The ability to analyse and to think clearly and independently about these issues will be the basis of effective action. Managing Contemporary Organisations begins by examining the nature of ‘organisation’ as an ‘open system’. We then look at the management challenge in relation to various facets of organisation - learning, motivation, politics, performance, ethics, culture, innovation, decision-making, structure and change. Throughout the course there is an emphasis on thinking about and asking important questions, rather than fixing on ‘right’ answers.

**APPLIED PROJECT MANAGEMENT 1**

**Course Code:** TECHCOMM 5021NA  
**Course Value:** 3 Units

This course introduces the context, rationale, strategy and tactics of project management from the perspectives of key stakeholders. Project phases are identified and examined. The importance of project planning and control is emphasised. Various models of project management are covered including the Project Management Body of Knowledge and PRINCE 2, as are the internationally recognised areas of knowledge, the iterative processes and the core skills required by successful project managers. Participants will be expected to relate the application of PMBOK directly to projects from their experience and as a course assignment will be able to apply what they have learnt to an actual work place project.

**MANAGING IN A GLOBAL CONTEXT**

**Course Code:** MANAGEMT 7081NA  
**Course Value:** 3 Units  
**Prerequisite:** Fundamental of Leadership

This course will prepare you for a leadership role in the globalised world. It provides an overview of the diversity and complexity of the global environment and how that environment affects local, national and international organisations. It introduces core theories and frameworks that guide systematic thinking about aspects of economic, institutional, and cultural diversity across and similarity between countries that matter in the context of managing a contemporary organisation. It will help you to develop a managerial global mindset and acquire skills to leverage this diversity and similarity for value creation in the organisational context. You will learn to identify challenges and opportunities brought about by globalisation, generate insights necessary to manage them successfully, and build skills needed to become a successful leader in the global environment.
MARKETING MANAGEMENT
Course Code: MANAGEMT 7104NA
Course Value: 3 Units
Marketing lies at the core of all business. Whatever the character or size of your entity, its profit can come from only one place; the marketplace. All businesses are dependent on the income they earn from their customers, clients or buyers. In most larger businesses it is marketing managers who are primarily responsible for keeping their company close to its customers. In any case, all those who have a direct responsibility for identifying, reaching and satisfying customers are engaged in marketing and everybody in a business needs to understand its marketplace activities. This course offers a complete introduction to professional marketing thought and action.

The course explains the nature and purpose of marketing, followed by the fundamentals of each of the most important marketing tasks. It analyses the business need for customer orientation, the evaluation of markets and the targeting of market opportunities. There is then assessment of buyer behaviour and the role of market information. In addition, the course explains how to integrate product and service decisions with those on pricing, distribution and promotion - and why this is necessary.

NEGOTIATION SKILLS
Course Code: MANAGEMT 7046NA
Course Value: 3 Units
Prerequisite: Managing Contemporary Organisation,
Fundamentals of Leadership
The purpose of this course is threefold. The first is to explore the major concepts and theories of negotiation, as well as the dynamics of interpersonal and intergroup conflict and its resolution. This will involve studying the structural (e.g. parties, positions, interests) and process (cognitive, interactional) dynamics that are required for a sound critical understanding. The second objective is to develop practical skills applicable to a broad range of contexts. This involves direct training in identifying crucial elements of negotiation situations and implementing appropriate resolution strategies. The third objective is to develop teamwork skills by working within and through group exercises.

SERVICE DESIGN & MARKETING
Course Code: MANAGEMT 7045NA
Course Value: 3 Units
Prerequisite: Marketing Management
Service Design and Marketing has the potential to embrace every business, and service often lies at the core of competitive strategy in both the ‘old’ and ‘new’ economies. This course examines the marketing issues faced by organisations competing in the service sector, or firms developing services as a source of competitive advantage; and how marketing, operations and human resource management issues need to be integrated and driven by a service orientation to create a successful service organisation. The role of customer’s and of employees in service delivery is developed to expand the student’s understanding and insight into the possibilities a service orientation offers.

STRATEGIC MANAGEMENT
Course Code: MANAGEMT 7044NA
Course Value: 3 Units
Prerequisite: Accounting for Managers, Marketing Management, Fundamentals of Leadership
Corequisite: Managing Contemporary Organisations, Managerial Finance
Strategic management is concerned with the long-term direction, scope and performance of an organisation. As such it draws on other disciplines (e.g. marketing, finance, economics, organisational behaviour) already covered in the MBA. Whether the overall ‘strategy’ of an organization emerges from the interplay of functional departments or is a ‘grand plan’ devised by one group, its implementation takes place at the functional/process level where goals, plans and actions need to align with other departments as part of a coherent orientation. Hence all managers need to understand how their roles and functions are part of the overall strategy of the organization.

SYSTEMS THINKING FOR MANAGEMENT
Course Code: MANAGEMT 7115NA
Course Value: 3 Units
Today's complex problems and challenges can no longer be tackled with the narrowly focused, unconnected thinking of the past. Leaders must make important decisions in complex environments in which finance, economics, people and nature are all highly interconnected. This course contributes to the development of new era leaders by equipping students with knowledge and skills in the art of systems design and interconnected thinking. It introduces concepts, theories, and cutting edge tools for understanding the multidimensional character of complex systems, how to identify leverage points for systemic interventions and how to develop strategic or master plans that will have long lasting effects. Group projects provide unique learning opportunities to gain firsthand experience of integrating different areas of interest and learning throughout the MBA program. This enables participants to develop effective solutions for managing the complex issues that face our organisations and our society.
The Master of Applied Finance is designed to provide analytical tools and new skills in the field of finance to candidates possessing an undergraduate degree in finance or non-finance disciplines. It will provide the foundation for a career as an analyst, consultant or manager in the financial services sector comprising banks, investment institutions, capital market dealers, and financial planning consultancies.

The Program will provide candidates with the following competencies:

- A strong foundation in the principles and practice of finance, and a substantial base of new concepts and knowledge.
- The ability to integrate and analyse financial information, and formulate appropriate strategies.
- The ability to communicate clearly, persuasively and professionally.
- Familiarity with major financial and statistical tools, software and databases.
- The confidence and maturity to handle complex corporate and financial issues.

The program is also designed to provide students with the grounding to proceed to the professional studies of the Chartered Financial Analysts Institute (CFA). The courses are designed to capture large elements of the CFA curriculum.

The University’s business programs have been awarded a five year international accreditation from the Association to Advance Collegiate Schools of Business (AACSB).

The objective of the course is to gain an appreciation of the theoretical controversies surrounding corporate finance policies, leading to formulation of financing strategies. Topics: competing capital structure theories including financial distress and agency costs, dividend policy and taxation, IPOs in both debt and equity markets, motives for convertibles and warrants, valuing real options, rationales for corporate diversification including internal capital markets and agency theory.

The purpose of this module is to introduce students to the basic principles of macroeconomics and microeconomics so that they can understand economic events and the behaviour of the various economic agents involved analyse their impact on markets and propose appropriate courses of action. To do this, the student should be able to utilise the tools of economic analysis to perform company and industry competitive analysis and should understand and be conversant with the various economic indicators used.
The course analyses companies from a fundamental perspective in order to derive an intrinsic value for stock. Topics: Fundamental analysis, determination of growth, discount cash flows models including dividend discount models, free cash flow models and residual income models; relative valuation models including price-earnings and price-book multiples; valuation of private companies, start up companies, companies with negative earnings and mergers and acquisitions.

**EQUITY VALUATION & ANALYSIS**

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<tr>
<th>Course Code: CORPFIN 7039NA</th>
<th>Course Value: 3 Units</th>
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<tr>
<td>Pre-requisite: Accounting Concepts and Methods, Principles of Finance, Quantitative Methods</td>
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This course examines the valuation of fixed-income securities, the market operations and management of risk. Topics include: valuation of bonds, term structure of interest rate, measuring and managing interest rate risk, corporate bond market, passive and active bond portfolio management, performance measurement, securitisation and interest rate derivatives.

**FIXED INCOME SECURITIES**

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<th>Course Code: CORPFIN 7040NA</th>
<th>Course Value: 3 Units</th>
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<tr>
<td>Pre-requisite: Accounting Concepts and Methods, Principles of Finance, Quantitative Methods</td>
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**FINANCIAL STATEMENT ANALYSIS**

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<th>Course Code: CORPFIN 7017NA</th>
<th>Course Value: 3 Units</th>
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<td>Pre-requisite: Accounting Concepts and Methods, Principles of Finance, Quantitative Methods</td>
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Financial Statement Analysis is essential for all individuals working in the business world. Understanding financial accounting information is critical for a wide range of business decision making. Being able to ask for and understand the appropriate financial information is particularly important for financial analysts and individuals seeking, or already in, management positions at all levels of organisations. Financial statement analysis is exciting and dynamic. It can be orientated in different ways to suit the needs of many individuals including investors, analysts, consultants, creditors, managers, directors, regulators and employees. This offering of Financial Statement Analysis has been specifically designed to meet the needs of individuals who have sufficient background in accounting and finance. The course forges a unique path in detailed financial statement analysis that responds to the needs of modern day analysts. In particular, it provides a framework for using financial statement data in a variety of business analysis and valuation context. The most important knowledge and skill for managers attempting to understand financial statement information, is a good knowledge of how important business transactions are accounted for, and how these transactions appear in the financial statements. It will be much harder for informed managers to be confused and misled by ‘creative’ financial reporting put before them by others. Accordingly, this course focuses on teaching managers and business analysts the skills to be able to understand the complexities of financial statements, and untangle important information that is not visible to the untrained eye.

**PORTFOLIO THEORY & MANAGEMENT**

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<th>Course Code: CORPFIN 7019NA</th>
<th>Course Value: 3 Units</th>
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<td>Pre-requisite: Accounting Concepts and Methods, Principles of Finance, Quantitative Methods</td>
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This course is an in-depth study of the funds management theory and practice. Participants will first develop a strong theoretical knowledge of asset pricing, market efficiency and funds management. Students will then be exposed to the managed funds industry and be required to apply their theoretical knowledge to understand the process of developing, managing and evaluating these assets. In addition, students will practically develop an Investment Policy Statement (or a Statement of Advice) for an investor, forecast characteristics of various asset classes in an economy, and be able to create an investment vehicle to satisfy investors' needs. The students will also learn various strategies to manage funds, issues that impact performance, and issues in benchmarking and performance evaluation. Equities, Fixed Income Securities, Commodities, Real Estate, Alternate Funds. Emerging, Developing and Developed markets will be examined in the context of portfolio construction.

**OPTIONS, FUTURES & RISK MANAGEMENT**

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<th>Course Code: CORPFIN 7020NA</th>
<th>Course Value: 3 Units</th>
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<td>Pre-requisite: Principles of Finance, Equity Valuation and Analysis</td>
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This course examines the function and operation of derivative markets serve in finance. To begin, the course identifies relationships that must hold in such markets if there are to be no arbitrage opportunities. The course then covers options pricing using the Binomial and Black-Scholes approach, as well as describing a wide range of futures and options dealing strategies, along with their applications to hedging and risk management. Currency and fixed-interest derivatives are also considered as well as swaps, options on futures and some alternative exotic options.

**QUANTITATIVE METHODS**

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<thead>
<tr>
<th>Course Code: COMMERCE 7039NA</th>
<th>Course Value: 3 Units</th>
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</thead>
</table>

This course aims to impart a mastery of a toolkit which includes statistical inference and causal-theoretical multiple linear regression analysis whilst also serving as an introduction to sales forecasting and time series econometrics. Roughly equal emphasis is placed on (i) theory, (ii) applications, and (iii) specialised econometric and statistical software (EViews and SPSS). A vast body of data with forensic accounting, finance, marketing, management and other business related applications emphasised. This course also aims to promote a critical perspective on the use of statistical and econometric information.
**TREASURY & FINANCIAL RISK MANAGEMENT**

**Course Code:** CORPFIN 7042NA  
**Course Value:** 3 Units  
**Pre-requisite:** Fixed Income Securities, Equity Valuation and Analysis

The course examines the process and instruments used in treasury management and their application in hedging risk and creating risk profiles. Topics: money market instruments and management including yield curve, convexity and price value of basis point, bond portfolio management, bond hedging and trading; derivatives including futures, interest rate swaps, currency swaps, credit derivatives; the management of market, credit, liquidity and operations risks, and computing the value of risk. These issues are examined from the view point of both financial and non-financial organisations.

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**CORPORATE INVESTMENT & STRATEGY (M)**

**Course Code:** CORPFIN 7021NA  
**Course Value:** 3 Units  
**Pre-requisite:** Accounting Concepts and Methods, Principles of Finance, Quantitative Methods, Economic Principles

This course examines techniques and issues in corporate finance with a focus on corporate investment decisions. Topics include stock valuation using free cash flow technique, valuation of growth opportunities, determination of sustainable growth rates, estimation of beta using online data, techniques for evaluating international investment proposals, application of option pricing models in a corporate setting, and evaluation of techniques for measuring financial performance.
The postgraduate programs in Applied Project Management are ideal for professionals who:

- Have or want project management roles and responsibilities at best practice levels
- Work in areas such as information technology, construction, defence, product development, infrastructure, manufacturing, mining, energy or government.
- Seek to advance their careers through a formal qualification in project management
- Want to deliver predicted outcomes through the application of project management to their work and organisation.

Studies in project management focus on achieving goals. Graduates in project management are sought after by employers. The courses include a strong focus on processes and tools required to achieve outcomes and industry-specific case studies, class discussions and assignments based on real projects, including the participant’s own workplace projects.

Project management programs guide you through the leading-edge project management concepts, with a strong emphasis on holistic and systems-based project management methods, combined with the practical application of concepts, techniques and tools. There is flexibility to select options from entrepreneurship and commercialisation. The Entrepreneurship, Commercialisation and Innovation Centre is a Registered Education Provider for PMI. Courses are delivered in intensive sessions.

### DEGREE STRUCTURE

The Master of Applied Project Management is a 36 units program including 24 units of core courses and 12 units of electives.

<table>
<thead>
<tr>
<th>Courses</th>
<th>Graduate Certificate</th>
<th>Graduate Diploma</th>
<th>Master</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied Project Management 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managing Risk</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Project &amp; Innovation Finance &amp; Accounting</td>
<td></td>
<td></td>
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<tr>
<td>Leadership of Organisations</td>
<td></td>
<td></td>
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<tr>
<td>Project Management Techniques</td>
<td></td>
<td></td>
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<tr>
<td>Business &amp; Contract Legal Studies</td>
<td></td>
<td></td>
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<tr>
<td>Managing Project Producing Companies</td>
<td></td>
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<tr>
<td>Complex Project Management 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electives*</td>
<td>0</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Total Courses</td>
<td>4</td>
<td>8</td>
<td>12</td>
</tr>
</tbody>
</table>

* Electives can be chosen from ECIC postgraduate courses.

* Approval must be sought from the Program Director for non ECIC postgraduate courses as electives.

### COURSE DESCRIPTIONS

**MANAGING RISK**

Course Code: TECHCOMM 5004NA

Course Value: 3 Units

The course addresses decision and risk analysis, methods for structuring and modelling decision problems, and application of methods to a variety of problems that involve risk and uncertainty related to the commercialisation of new technologies and development of projects. Students apply risk analysis tools to a commercialisation assessment problem or a project development.

### PROJECT MANAGEMENT TECHNIQUES

Course Code: TECHCOMM 5014NA

Course Value: 3 Units

This course follows Applied Project Management 1 in the Master of Applied Project Management. It covers the management techniques required to achieve outcomes on projects in each of the areas of scope, time, cost, quality, procurement, human resources and communication. Further development of scenarios and the use of project management in various industries, including Information technology, defence, construction, roll-out of government services, social, finance, medical, research and commercialisation occurs.

**NAA MASTER OF APPLIED PROJECT MANAGEMENT PRIZES**

<table>
<thead>
<tr>
<th>DONOR</th>
<th>COURSE</th>
<th>AWARD (SGD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ngee Ann-Adelaide</td>
<td>Most Outstanding MAPM Graduate</td>
<td>1000</td>
</tr>
<tr>
<td>Ngee Ann-Adelaide</td>
<td>5004NA Managing Risk</td>
<td>300</td>
</tr>
</tbody>
</table>

Prizes will be awarded for Singapore MAPM courses over each calendar year. If more than one student is deemed eligible for a prize, the prize amount will be shared between the recipients.
**PROJECT AND INNOVATION FINANCE AND ACCOUNTING**

*Course Code: TECHCOMM7059NA*
*Course Value: 3 Units*

Engineers, scientists, technologists and those starting new ventures understand that a good grasp of accounting and financial management disciplines are crucial to success. This course is designed to take such professionals through the essential knowledge and skills development in areas such as: accounting concepts, understanding and analysing financial statements, book keeping, the accounting cycle, cash flow, company accounting, budgeting and planning, an introduction to management accounting. This course introduces financial modelling, analysis of project proposals and cost optimisation. Major topics include the time value of money and capital budgeting processes, depreciation, capitalisation and valuation, sensitivity analysis, value management, earned value, life cycle costing. Application of projects and innovative new ventures.

**BUSINESS & CONTRACT LEGAL STUDIES**

*Course Code: TECHCOMM7012NA*
*Course Value: 3 Units*

This course includes a description of the common law process, theoretical basis of contracts; Contract formation including the requirements for intention on the part of the contracting parties, agreement, formalities and consideration, contractual capacity, consent and legality. Operation of contracts including rules for interpretation of written documents; Discharge of contracts by performance: express agreement, frustration, election after breach; Remedies for breach of contract; Rules for assessment of the measure of damages; Variation of existing contracts including a discussion of the principles of promissory estoppel; Introduction to the law of tort; Historical development of the law relating to negligence; Extension of the law of negligence into situations involving negligent misstatement; The evolution of the concept of proximity; Standard of care, remoteness of damage and defences to actions for negligence; Actions for negligence based on a duty of care arising out of a contract. The statutory regulation of transactions for the provision of goods and services; Dispute resolution including commercial arbitration, mediation and expert determination; Discussion of how the matters discussed in the course impact on the procurement procedures; Arbitration with the course participants assuming the roles of litigants, counsel, witnesses and the arbitrator; Implications for contract administration.

**LEADERSHIP OF ORGANISATIONS**

*Course Code: TECHCOMM7038NA*
*Course Value: 3 Units*

The objective of this course is to develop an understanding of the role of leadership in government organisations and corporations, including those for profit and those not for profit organisations. The content includes: being aware of current leadership and management theories, including the bases of authority, transformational leadership, values based leadership, situational leadership and the role of emotional intelligence supporting leadership; having an understanding of the differences in personality types and the influence of the participant’s personality type on their leadership style; having a basic knowledge of people management practices to align team performance with project outcomes within organisations with a range of different goals, values and stakeholders; and, understanding people management policies and programs and identifying organisational strategy and leading change. Behaviours such as managing feedback effectively and encouraging motivation of staff are also examined.

**APPLIED PROJECT MANAGEMENT 1**

*Course Code: TECHCOMM5021NA*
*Course Value: 3 Units*

This course introduces the context, rationale, strategy and tactics of project management from the perspectives of key stakeholders. Project phases are identified and examined. The importance of project planning and control is emphasised. Various models of project management are covered including the Project Management Body of Knowledge and PRINCE 2, as are the internationally recognised areas of knowledge, the iterative processes and the core skills required by successful project managers. Participants will be expected to relate the application of PMBOK directly to projects from their experience and as a course assignment will be able to apply what they have learnt to an actual work place project.

**BUSINESS ARCHITECTURE AND SYSTEMS**

*Course Code: TECHCOMM 7039NA*
*Course Value: 3 Units*

Pre-requisite: Applied Project Management I

The course objective is to build knowledge and understanding in students of the role, content and techniques of Business Architecture and Systems within the project management discipline at advanced levels that are internationally recognized, through the application of principles based on the latest research and best practice. Content includes the definition of project architecture and examples of architecture and their supporting systems which have changed the ways businesses operate and support innovation. Support of socio technical systems is developed. Hierarchical to layered systems, the role of software and activities and processes in architecting are developed. Heuristics for architecting manufacturing systems, the layering of systems and architecting tools, are examined. Case studies are cited. Collaborative systems, design, modeling and architecture frameworks are developed. Roles of patterns and prototypes are developed.

**COMPLEX PROJECT MANAGEMENT 1**

*Course Code: TECHCOMM7024NA*
*Course Value: 3 Units*

Pre-requisite: Applied Project Management 1

The objectives of this course are to focus on system of systems projects, that is those which integrate autonomous and independent projects, which are normally linked nodes. Such projects have high degrees of emergence, high internal and external system complexity and usually have large life cycle costs. Such projects require the project team to learn during the life of the project in order to clarify what is required and consequently how to deliver it. Examples of such projects include complex defence projects which include multiple powerful stakeholders such as multi-nationals; managing climate change, terrorism and disaster relief are further examples. Content includes a review of general systems theory, a review of the key areas supporting systems engineering and then focuses on system of systems topics of incremental commitment project delivery methods, developing project architecture, developing project requirements and understanding and managing people differently to traditional projects by recognising culture and values, encouraging dissent, assisting sensemaking and supporting developing patterns of work behaviour rather than a top-down specification of duties Some attention is given to soft systems including Checkland’s soft systems methodology of rich pictures, root definition and CATWOE; systems dynamics, Senge’s systems thinking and total systems intervention are discussed.
LOGISTICS & SUPPLY CHAIN MANAGEMENT

Course Code: TECHCOMM 7020NA
Course Value: 3 Units

The objectives are to develop understanding of maintenance and support planning, ensure Integrated Logistic Support concerns are effectively considered in the system, and address acquisition and development cycle, have competence in ILS techniques and understand the implications of an extended supply chain and design systems to address these. The content includes the role of the various components of logistics including systems and concurrent engineering, integrated logistic support analysis, including reliability and maintainability, measures of logistic effectiveness, including reliability, maintainability factors, supply support factors, test and support equipment factors. The role of logistics in the design and development phases, reliability modeling, FMEA and FMECA, fault tree analysis, reliability centred maintenance, and configuration management are addressed. Human factors in ILS, integration of the supply chain, flow of information, materials, services, manpower and money across the supply chain, coordinating technology across tiered suppliers, creation of trust, enterprise architecture in the supply chain, waste and minimising transaction costs are addressed.

MANAGING PROJECT PRODUCING COMPANIES

Course Code: TECHCOMM 5020NA
Course Value: 3 Units
Prerequisite: Applied Project Management 1

A capstone course in the Master of Applied Project Management and focuses on the use of project management by corporations to achieve corporate goals. Topics covered include identification of corporate strategy, managing by process, scenarios and systems engineering principles, enterprise architecture, process redesign, project directors skills, capability maturity, project, portfolio and program management and the role of values in a project producing organization. A major assignment based on the application of these areas to an organization, is used.

MANAGING PRODUCT DESIGN AND DEVELOPMENT

Course Code: TECHCOMM 5020NA
Course Value: 3 Units

Managing Design and Product Development is focussed on the operational decisions that managers and entrepreneurs must make to design and develop their products for operational excellence within their organisation and satisfying their customers. These decisions include technology platforms, product development process and designing for the whole system and supply chain from input resources to the customer product use and disposal. Included are techniques to enhance and maintain their competitive position.

INNOVATION & CORPORATE VENTURING

Course Code: TECHCOMM 7020NA
Course Value: 3 Units

This course examines the innovation and entrepreneurial skills required to identify and develop business and project opportunities within the corporate context. These include understanding the fundamentals of innovation and entrepreneurship and how these relate to and influence corporate strategy. The Corporation, in turn, influences economies, industry and competitive environments. The course considers the role of foresight and how different innovation and entrepreneurship processes can be facilitated within a corporate setting. Skills are developed in competitive analysis, new venture and project strategy, feasibility analysis and accessing finance, legal and other necessary support within the confines of competing business interests. The objectives are to build participant understanding and skills equipping them to create innovative new ventures and projects that add significant new value for the corporation, industry and community.

PORTFOLIOS AND PROGRAMS MANAGEMENT

Course Code: TECHCOMM 7040NA
Course Value: 3 Units
Prerequisite: Applied Project Management 1

This course specifically addresses how organisations achieve strategic goals and objectives through Project Portfolio and Programs of multiple Projects. Specifically this will address how an organisation strategically selects, initiates, prioritises and controls initiatives through Portfolio Alignment, Monitoring and Control. The course will also consider how an organisation can benefit from delivering multiple projects in a Program environment including governing, controlling and supporting the organisation's strategy through Program Management.

The management processes and strategies relevant to portfolios and programs and the benefits gained are examined. Aspects of developing a portfolio of maturing assets and opportunities, and balancing the portfolio, are examined. Duties and competencies of portfolios and programs managers are addressed.

Skills are developed in use of the tools and techniques of portfolios and projects.

INFRASTRUCTURE 1 – TRANSPORT, ROADS AND RAIL

Course Code: TECHCOMM 7043NA
Course Value: 3 Units

Objective of the course is to assist project managers appreciate planning and delivery aspects of transport and road infrastructure, and application to IT infrastructure, power and water supply. Introduction to an infrastructure planning model which recognises 1). Definition of project goals within a framework of community needs [recognition of Australian economic, social & environmental strategies and goals; assessment of community needs; assessment of alternative proposal]; 2). Long term planning issues [involvement of levels of government; objective appraisal of economic, environmental and social costs of current deficiencies] 3). Business case issues [funding model; identification of technical and business risks and management; use of a phase-gate model for approval; identification of whole of life costing]; 4). Project delivery issues [identification of alternative delivery methods including PPP; choice of a project delivery model; cost/benefit analysis of alternatives; creation of a project board]; 5). Ongoing management [operation and maintenance responsibilities].

Application of the above model to planning of transport and roads; planning of road systems and integration with rail and transport interchanges; application to IT infrastructure, power and water supply; identification of responsibilities between government and the commercial sector; design and delivery issues; allocation of responsibilities at levels of government and the delivery sector; application of project management planning and control systems.
POSTGRADUATE PROGRAMS IN EDUCATION

GRADUATE CERTIFICATE IN EDUCATION
GRADUATE DIPLOMA IN EDUCATION STUDIES
MASTER OF EDUCATION

The postgraduate programs in Education are designed for teachers, trainers, educational consultants or any student wishing to study Education at a postgraduate level. Study pathways will be determined according to prior specialisations, entry points and desired exit points.

The Graduate Certificate of Education, Graduate Diploma in Education Studies and Master of Education offers a unique proposition in its aim to develop one’s capacity and ability to:

- Examine education-related studies and draw conclusion for everyday practice
- Integrate research findings from a number of disciplines such as psychology, sociology, measurement, history and studies of curriculum in various subject areas
- Write essays on education-related topics
- Examine educational issues in group settings
- Plan a research study on an education-related topic
- Apply education research in an international context
- Take a leadership role in the education community

Students in the Master of Education will concentrate on developing research methodology skills, take a number of electives in educational and curriculum studies, and finally complete an education research project.

Students are advised to refer to their study plans reflected in their Letter of Offer for the courses required for the completion of the degree.

### DEGREE STRUCTURE

<table>
<thead>
<tr>
<th>Courses</th>
<th>Graduate Certificate</th>
<th>Graduate Diploma</th>
<th>Master</th>
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</thead>
<tbody>
<tr>
<td>Educational Policy Studies</td>
<td>•</td>
<td>•</td>
<td>•</td>
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<tr>
<td>Curriculum Development and Innovation</td>
<td>•</td>
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<tr>
<td>Pedagogical Engagement and Learning</td>
<td>•</td>
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<tr>
<td>Assessment and Evaluation in Education</td>
<td>•</td>
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<td>•</td>
</tr>
<tr>
<td>Electives</td>
<td>0</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total Number of Courses to Complete</strong></td>
<td>4</td>
<td>8</td>
<td>16</td>
</tr>
</tbody>
</table>

Please note that not all electives are available every year.

### COURSE DESCRIPTIONS

#### ASSESSMENT & EVALUATION IN EDUCATION

**Course Code:** EDUC 6553NA  
**Course Value:** 3 Units

Assessment and evaluation are key directors of education, and are pivotal to learning and teaching. Assessment is the process of making a judgement or measurement of worth of an entity, example person or process. Evaluation in education involves gathering and evaluating data evolving from planned learning activities, delivery of instructions and/or programs.

This course examines the purposes, paradigms and types of assessment and evaluation used in education, and in particular the innovations associated with them. Their roles in directing learning, provision of feedback to students, feedback strategies to enhance the delivery of instructions and curriculum evaluation, and ensuring standards are achieved are explored. Emerging alternative assessment and reporting processes and the underlying philosophies of selected curricula models/frameworks are highlighted. Specifically, the roles of learners/students, teachers/educators, curriculum designers and administrators/policy makers in assessment and evaluation are discussed.

### NAA MASTER OF EDUCATION PRIZES

<table>
<thead>
<tr>
<th>DONOR</th>
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<th>AWARD (SGD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ngee Ann-Adelaide</td>
<td>Most Outstanding MED Graduate</td>
<td>1000</td>
</tr>
<tr>
<td>Ngee Ann-Adelaide</td>
<td>7001NA Educational Inquiry</td>
<td>300</td>
</tr>
</tbody>
</table>

Prizes will be awarded for Singapore MED courses over each calendar year. If more than one student is deemed eligible for a prize, the prize amount will be shared between the recipients.

### MERIT ACADEMIC PERFORMANCES

Head of School of Education List of Top Graduates
## EDUCATIONAL POLICY STUDIES

**Course Code:** EDUC 6550NA  
**Course Value:** 3 Units

The history of education and the history of educational philosophy will be introduced and analysed. The impact of history on educational policy in schooling, training and/or higher education will be examined with a view to understand current policy and its impact on education in contemporary times and in the future. Policy will be critiqued through a number of frameworks to understand the complex relationship between policy and practice, and the implications for educators at the level of curriculum, pedagogy and assessment.

## EDUCATIONAL INQUIRY

**Course Code:** EDUC 7001NA  
**Course Value:** 3 Units

This course provides an introduction to educational inquiry and research, and to issues involved in interpreting the findings of inquiry to enable students to become critical consumers of educational research for enhancing professional practice. The role of literature in educational inquiry is examined, and techniques and strategies for critiquing literature are developed. The modules in the course provide a grounding in key concepts, and qualitative and quantitative research designs to develop understanding and skills in particular methods of data collection and analysis. The modules of study include epistemology in the social sciences, the philosophical foundations of modern research strategies, the general classes of research investigations in education, and will help students to develop their skills to better support them in reading and understanding research projects. This course is an initial preparation for writing project work, thesis and dissertation in education.

## EDUCATION MAJOR PROJECT (6 UNITS)

**Course Code:** EDUC 7061ANA/EDUC 7061BNA  
**Course Value:** 6 Units

The project reports on a research project of secondary data, or a small primary data study, conducted with the guidance of an academic supervisor in conjunction with a literature review. You will critically analyse and evaluate existing knowledge about a problem in order to investigate the problem. Your conclusions may include implications for better educational practice and further research studies. Progress will be monitored through regular discussions between the supervisor and the student.

## EDUCATION DISSERTATION PROJECT (12 UNITS)

**Course Code:** EDUC 7062ANA/EDUC 7062BNA/EDUC 7062CNA/EDUC 7062DNA  
**Course Value:** 12 Units

The outcome of this course is the completion of a dissertation. The dissertation reports a research project conducted with the guidance of an academic supervisor. It should make a contribution to education knowledge. You will critically analyse and evaluate existing knowledge about a problem of interest to you and design and conduct a research project investigating the problem. Your conclusions should include implications for better educational practice.

## MULTICULTURAL SOCIETY & EDUCATION POLICY

**Course Code:** EDUC 7016NA  
**Course Value:** 3 Units

This course explores culturally plural societies, the construction of schools and how these relate to social and educational policies. The course is designed with a student-centred learning focus and is, in part, determined by their decision-making process as part of a critical pedagogical approach. There is thus considerable flexibility in the program. Key themes relating to ‘core’ values are explored in the context of cultural and educational theories. Historical, political, philosophical, social and economic perspectives can be included in the analysis of educational systems both in Australia and internationally. These, as well as alternative orientations to cultural pluralism, are examined with reference to epistemologies, curriculum, school organisations and educational policy.

## INTRODUCTION TO QUANTITATIVE EDUCATIONAL METHODS

**Course Code:** EDUC 7011NA  
**Course Value:** 3 Units

This course will provide students with an introduction to the use of statistics in educational research. Emphasis will be placed on students achieving an understanding of the statistical procedures considered so that they can think critically about suitable procedures for the collection and analysis of data, and about the educational usefulness of calculated statistics. Students will gain experience with using the SPSS package on computers.

## QUALITATIVE APPROACHES TO EDUCATIONAL RESEARCH

**Course Code:** EDUC 7020NA  
**Course Value:** 3 Units

This course provides students with an introduction to a range of qualitative research methods. In addition to considering the design of research tools, issues of data analysis and presentation are also touched upon. Additionally it provides a philosophical background whilst addressing issues such as validity, quality, sampling and ethics.
MEASUREMENT, ASSESSMENT & EVALUATION

Course Code: EDUC 7015NA
Course Value: 3 Units

This course assumes a knowledge of introductory statistics and educational measurement and is concerned with the major developments that have occurred during the past 40 years to improve the measurement of human behaviour, learning and development in the fields of education, and the social and behavioural sciences. There are many models that are derived from Item Response Theory and this course focuses on those models developed by Rasch and scholars working within the framework that he proposed for the use of logistic and other functions to transform data so that it would possess sound measurement properties. The principle of measurement seeks to advance both student assessment and use of procedures if multivariate and multilevel analysis, particularly for the investigation of stability and change in human characteristics associated with learning and development.

EDUCATION ISSUES IN A GLOBAL COMMUNITY

Course Code: EDUC 7053NA
Course Value: 6 Units

This course explores education issues in relation to education in culturally plural societies globally, but with a particular focus on developing countries. The key concepts relate to the “core values (ideologies, ontologies and epistemologies) of different cultures, and how these, with social, political and historical phenomena, construct education systems. Key concepts include cultural diversity and hybridity, gender and sexualities, diasporas, families, religions, languages, subjugated knowledges, hegemonies, assimilation and colonisation. The course is designed so as to facilitate blended delivery. The course has a student-centred learning focus and is, in part, determined by their decision-making process as part of a critical pedagogical approach (Austin et al. 2007: 8 24).
The Bachelor of Computer Science program caters for people with specific interests in computer science/information technology. It has a core of compulsory computer science courses and a wide range of elective courses including mathematics and statistics as well as commerce, design studies, economics, engineering, finance, humanities and social sciences or science.

The program produces highly skilled, adaptable graduates who are able to design computer-based solutions to the problems of information management and processing in industry, commerce, science, entertainment, and the public sector. Students who perform well can undertake an additional year of study to obtain a Bachelor of Computer Science with Honours. The honours degree can provide access to postgraduate study and a wider range of professional opportunities in the computing industry.

Recommended Background Knowledge

Computer Requirements and Knowledge
All participants will be expected to come to the program proficient in the fundamentals of using word-processing software such as Microsoft Word, spreadsheet programs like Microsoft Excel, and presentation software such as Microsoft PowerPoint. Participants are also expected to have access to and familiarity with the Internet.

Unix Style Systems
All courses will assume that students are developing familiarity with Unix style systems through their assignment work and personal study. Although the laboratory facilities provided give access to Linux systems, many participants will wish to use their own Microsoft Windows systems. It is each participant’s responsibility to learn the basic systems administration skills necessary to achieve this.

Mathematics
All participants are assumed to have basic Mathematics skills as taught at Polytechnic level including, set theory, algebra, logarithms, matrices, trigonometry, geometric transformations, probability and statistics.

All University of Adelaide Mathematics and Computer Science courses taught at the NAA are 3 unit courses. The full range of courses can be found at: www.cs.adelaide.edu.au/courses
**COURSE DESCRIPTIONS**

**FOUNDATIONS OF COMPUTER SCIENCE A**

<table>
<thead>
<tr>
<th>Course Code:</th>
<th>(UG) COMP SCI 2202ANA</th>
<th>Course Value: 3 Units</th>
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</thead>
</table>

Introduces the fundamental concepts of object oriented programming. Topics include: Fundamental constructs - data types, arrays, strings and string processing, files, variables, expressions, conditionals, iteration, simple I/O. Object oriented fundamentals - methods, classes, interfaces, inheritance.

**FOUNDATIONS OF COMPUTER SCIENCE B**

<table>
<thead>
<tr>
<th>Course Code:</th>
<th>(UG) COMP SCI 2202BNA</th>
<th>Course Value: 3 Units</th>
</tr>
</thead>
</table>

Prerequisites: Foundations of Computer Science A

Introduces basic and fundamental algorithms and data structures. Topics include: Algorithms and problem solving - problem solving process and strategies, simple searching and Sorting algorithms (linear and binary search, selection and insertion sort). Software development tools and techniques - testing: black box, requirements, unit Machine level representation - bits, bytes, words, number bases, representation of data, memory management.

**COMPUTER SYSTEMS**

<table>
<thead>
<tr>
<th>Course Code:</th>
<th>(UG) COMP SCI 2000NA</th>
<th>Course Value: 3 Units</th>
</tr>
</thead>
</table>

Prerequisites: Foundations of Computer Science B

This course provides students with a basic understanding of how real computers work and how the programs they write are affected by the underlying hardware.

Information storage representation; Memory organisation and hierarchy; Processor fundamentals, assembler programming, assembler operation, subroutine calling mechanisms, linking/loading, input-output and device controllers requirements for supporting an operating system and device drivers.

**MATHEMATICS FOR INFORMATION TECHNOLOGY I**

<table>
<thead>
<tr>
<th>Course Code:</th>
<th>(UG) MATHS 1008NA</th>
<th>Course Value: 3 Units</th>
</tr>
</thead>
</table>

This course presents a core set of mathematical knowledge that Computer Science students will be assumed to possess. This material is presented in an accessible manner for students who may not have a strong mathematical background. These courses are taught by lecturers from the Discipline of Pure Mathematics.

**SOFTWARE ENGINEERING AND PROJECT**

<table>
<thead>
<tr>
<th>Course Code:</th>
<th>(UG) COMP SCI 3000NA</th>
<th>Course Value: 3 Units</th>
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</table>

Prerequisite: Foundations of Computer Science B

A selection of topics from the following:

- Fundamental models of computation, illustrated by the lambda calculus. Different approaches to programming: functional and logic paradigms.
- Fundamental concepts of programming languages, including abstraction, binding, parameter passing, scope, control abstractions. Programming models expressed via Scheme: substitution model; map/reduce programming; environment model; object oriented model; a compositional programming model. Introduction to parallel computing: data parallelism, Java threads, and relationship to distributed computing. Examples in application: map/reduce programming in Google and with Hadoop; flow-oriented programming for composition of web-services. Cloud computing platforms and programming models.

**ADVANCED PROGRAMMING PARADIGMS**

<table>
<thead>
<tr>
<th>Course Code:</th>
<th>(PG) COMP SCI 7009NA</th>
<th>Course Value: 3 Units</th>
</tr>
</thead>
</table>

Prerequisite: Foundations of Computer Science B

A selection of topics from the following:

- Important Notes: Students should not take this course until they have completed all the other requirements of their program of study.
ARTIFICIAL INTELLIGENCE

Course Code: (UG) COMP SCI 3007NA
(PG) COMP SCI 7059NA
Course Value: 3 Units
Prerequisite: Foundations of Computer Science B

This is an introductory course on Artificial Intelligence. The topics may include: AI methodology and fundamentals; intelligent agents; search algorithms; game playing; supervised and unsupervised learning; decision tree learning; neural networks; nearest neighbour methods; dimensionality reduction; clustering; kernel machines; support vector machines; uncertainty and probability theory; probabilistic reasoning in AI; Bayesian networks; statistical learning; fuzzy logic. Several assignments will be given to enable the student to gain practical experience in using these techniques.

DISTRIBUTED SYSTEMS

Course Code: (UG) COMP SCI 3012NA
(PG) COMP SCI 7076NA
Course Value: 3 Units
Prerequisite: Foundations of Computer Science B
Assumed Knowledge: Computer Systems, Computer Networks and Applications

A selection of topics from the following: the challenges faced in constructing client/server software: partial system failures, multiple address spaces, absence of a single clock, latency of communication, heterogeneity, absence of a trusted operating system, system management, binding and naming. Techniques for meeting these challenges: RPC and middleware, naming and directory services, distributed transaction processing, ‘thin’ clients, data replication, cryptographic security, mobile code. Introduction to Java RMI.

COMPUTER ARCHITECTURE

Course Code: (UG) COMP SCI 3005NA
(PG) COMP SCI 7026NA
Course Value: 3 Units
Prerequisite: Foundations of Computer Science B
Assumed Knowledge: Computer Systems

Fundamentals of computer design; quantifying cost and performance; instruction set architecture; program behaviour and measurement of instruction set use; processor data paths and control; pipelining, handling pipeline hazards; memory hierarchies and performance; I/O devices, controllers and drivers; I/O and system performance.

OPERATING SYSTEMS

Course Code: (UG) COMP SCI 3004NA
(PG) COMP SCI 7064NA
Course Value: 3 Units
Prerequisite: Foundations of Computer Science B
Assumed Knowledge: Computer Systems


COMPUTER NETWORKS AND APPLICATIONS

Course Code: (UG) COMP SCI 3001NA
(PG) COMP SCI 7039NA
Course Value: 3 Units
Prerequisite: Foundations of Computer Science B

Introduction to networks and digital communications with a focus on Internet protocols: Application layer architectures (client/server, peer-to-peer) and protocols (HTTP, web, SMTP, mail, etc.), Transport layer operation: (reliable transport, congestion and flow control, UDP/TCP); Network layer operation - (routing, addressing, IPv4 and IPv6), Data Link layer operation (error detection/correction, access control, Ethernet, 802.11, PPP), Layer 2/3 protocols (ATM and MPLS), selected current topics such as: security, multimedia protocols, Quality of Service, mobility, wireless networking, emerging protocols, network management.

EVENT DRIVEN COMPUTING

Course Code: (UG) COMP SCI 3013NA
(PG) COMP SCI 7089NA
Course Value: 3 Units
Prerequisite: Foundations of Computer Science B

Event driven paradigm: Finite State Automata, their behaviour and implementation. Correspondence with regular expressions. Examples of embedded systems. Introduction to interconnected state machines, Petri Nets, and concurrency. Concepts of state-space and relationship to testing. Building Graphical User Interfaces: model view controller paradigm. Building GIUs with the Java Swing library. Ease of use and human-computer interaction issues. Introduction to design patterns for managing complexity in large systems Practical projects cover the use of FSAs for control logic and GUI design. Introduction to design patterns for managing complexity in large systems.
GRADUATE DIPLOMA IN COMPUTER SCIENCE

The following notes should assist student studying the Graduate Diploma in Computer Science at NAA in choosing which course to study and in which order. All University of Adelaide Computer Science courses taught at the NAA are 3 unit courses. The full range of courses can be found at: https://cs.adelaide.edu.au/degrees-courses/

To complete the program of study a Graduate Diploma student must complete a total of 8 Computer Science courses (these courses are listed above under the Bachelor of Computer Science). Only Computer Science courses may be counted towards the Graduate Diploma in Computer Science. In most cases a student would be required to first complete the course Foundations of Computer Science A, Algorithm and Data Structure Analysis, then Computer Systems. The final course a student should take is Software Engineering and Project.

ALGORITHM AND DATA STRUCTURE ANALYSIS
Course Code: (UG) COMP SCI 2201NA (PG) COMP SCI 7201NA
Course Value: 3 Units
Prerequisites: Foundations of Computer Science B

Important Notes: This is a compulsory course and students must take this course at their first opportunity.

This course will teach you a variety of data structures and algorithms that can be used to efficiently solve a diverse set of common problems. We also present techniques for proving program correctness and ways to analyse the efficiency of new algorithms for large problems.

The toolbox of ideas and techniques you will learn are core skills expected of any programmer who capable of solving challenging problems in research and in industry. With these skill you will be better equipped to propose solutions to problems, and assess those solutions for correctness and efficiency before going to the effort of implementing them.

Topics include: Program development techniques including basic ideas of correctness and proof; Notions of complexity and analysis; Recursion.

ADVANCED ALGORITHMS
Course Code: (UG) COMP SCI 3301NA (PG) COMP SCI 7301NA
Course Value: 3 Units
Prerequisites: Algorithm and Data Structure Analysis

The Bachelor of Innovation and Entrepreneurship is designed to provide students with an understanding of the processes, risks, rewards, motivations and societal impact of innovation and entrepreneurship with a regional, national, and global perspective. The program is not only for potential entrepreneurs and innovators, but also for those who may need to work with or advise them. It is an articulation degree for those who hold at least an approved Diploma.

The program will provide graduates with:

- A sound understanding of the entrepreneurial process, history and types.
- An understanding of who entrepreneurs are and what entrepreneurs do.
- An understanding of innovation and how innovation relates to entrepreneurial activity, processes and outcomes.
- An ability to engage in and understand the process of commercialisation of technology.
- The knowledge of the role of creativity and its impact on enterprises at all levels and at stages of enterprise development and be able to demonstrate creative thinking.
- An understanding of how opportunities are created or discovered and be able to undertake the steps needed to take advantage of an entrepreneurial opportunity.
- The skills and knowledge to undertake entrepreneurial activity and be able to use their existing or future technical knowledge in an entrepreneurial and innovative manner.
- An understanding of innovation and how innovation relates to entrepreneurial activity, processes and outcomes.
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- An understanding of how opportunities are created or discovered and be able to undertake the steps needed to take advantage of an entrepreneurial opportunity.
- The skills and knowledge to undertake entrepreneurial activity and be able to use their existing or future technical knowledge in an entrepreneurial and innovative manner.

### COURSE DESCRIPTIONS

#### ETHICS AND CULTURAL ASPECTS OF ENTREPRENEURSHIP

**Course Code:** TECHCOMM 3003NA  
**Course Value:** 3 Units

**Aim:** The aim of this course is to enable students from a variety of backgrounds to understand different social, ethical and cultural backgrounds and how they impact on the decision making process of innovators and entrepreneurs. The course will explore the specific requirements of social and not-for-profit entrepreneurial activity and how effective decision making is enhanced by an understanding of cultural differences.

**Objectives:** On completion of this course, students should be able to:
- Define social and not-for-profit entrepreneurship, ethics, and culture and understand their roles in a commercial context.
- Understand the different ethical beliefs that are evident both within societies and across different societies.
- Define social and not-for-profit entrepreneurship, ethics, culture and culture and understand their roles in a commercial context.
- Understand the different ethical beliefs that are evident both within societies and across different societies.
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**Syllabus:** The strategy concept; strategic decision making; forming and formulating strategy; organisational structure; the entrepreneurial strategic context; the innovative strategic concept; managing change; debt and equity financing as strategic decisions; the forms and sources of non-financial resources.

#### TECHNOLOGY COMMERCIALISATION

**Course Code:** TECHCOMM 3005NA  
**Course Value:** 3 Units

**Aims:** This course has been designed for those who need a basic understanding of the concepts of successful commercialisation of innovation.

**Objectives:** Students will have a sound understanding of the processes, benefits and outcomes of commercialising innovations in a commercial environment. Students will be able to assess the intellectual property issues and other risks and prepare a business case.

**Syllabus:** The commercialisation process; linking with industry; marketing & business communication of the commercialisation process; economic factors; risk factors; intellectual property; technology transfer.

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**NAA BACHELOR OF INNOVATION & ENTREPRENEURSHIP PRIZES**

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<tr>
<th>DONOR</th>
<th>COURSE</th>
<th>AWARD (SGD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Adelaide</td>
<td>Outstanding Achievement for BIE Student</td>
<td>300</td>
</tr>
<tr>
<td>Ngee Ann Adelaide</td>
<td>Most Outstanding BIE Graduate</td>
<td>1000</td>
</tr>
</tbody>
</table>

Prizes will be awarded for Singapore BIE courses over each calendar year. If more than one student is deemed eligible for a prize, the prize amount will be shared between the recipients.
### OPPORTUNITY ASSESSMENT

**Course Code:** TECHCOMM 2006NA  
**Course Value:** 3 Units

**Objectives:** Understand key issues relating to the commercialisation of an innovation which includes assessment of risks, markets, and technology.

**Aims:** Students should be able to conduct risk analysis of the commercialisation opportunities in terms of markets and technology. They should be able to develop and communicate an assessment of a wide range of opportunities of innovations in a commercial context. They should be able to describe the assessment process for a new opportunity/venture and prepare an assessment program.

**Syllabus:** Developing an opportunity assessment program; assessing potential success of a number of possible opportunities; risk analysis of commercialisation of innovation; assessing technological innovations; assessing market and financial issues of commercialisation; constructing and communication of conclusions.

### INNOVATION AND CREATIVITY

**Course Code:** TECHCOMM 3000NA  
**Course Value:** 3 Units

**Aim:** The aim of this course is to help students develop creative solutions to entrepreneurial opportunities. They will be able to apply these skills to new venture creation and business planning processes in particular, but provide a framework to confidently tackle any problem that could benefit from a creative approach.

**Objectives:** On completion of this course, students should be able to: implement creativity tools to generate or recognise opportunities; identify new and alternative possibilities for solving problems; be able to use creative ideas to develop innovations that create value.

**Syllabus:** Individual and group creativity; barriers to creativity and approaches for overcoming these; methods for generating or recognising ideas, alternatives or possibilities to solve commercial or operational problems; turning creativity into innovation that benefits the customer and the business venture; bringing creativity and innovation into the organisation and building an environment to support these activities; creative scenarios for the future for the organisation.

### NEW VENTURE PLANNING

**Course Code:** TECHCOMM 3001NA  
**Course Value:** 3 Units

**Aims:** The aim of this course is to enable students to develop a high level of analytical ability when developing business plans for new ventures that incorporate innovation.

**Objectives:** On completion of this course, students should be able to: Demonstrate the practical skills in researching, planning, and writing a business plan for a new innovative venture. Demonstrate an ability to forecast and assess the risks and opportunities when preparing a business plan based on an innovation. Demonstrate a high level of competence in presenting a business plan to potential investors or other interested parties through a variety of communication strategies including formal & informal verbal presentations, written submissions, and electronic methodologies.

**Syllabus:** Project management principles and practice; foresight and forecasting methodologies; types of business plans and their financial and operational aspects of an innovation plan; strategic analysis of innovation and identification of opportunities.

### FOUNDATIONS OF ENTREPRENEURSHIP

**Course Code:** TECHCOMM 2001NA  
**Course Value:** 3 Units

**Aim:** The aim of this course is to develop student insight into the principles and practices of entrepreneurship and its role in creating ventures. The role of entrepreneurship in SMEs, corporate venturing, social, and community sectors is examined.

**Objectives:** On completion of this course, students should be able to: Explain the concepts and practice of entrepreneurship; Explain the difference and relationship between entrepreneurship and innovation; Describe the process of turning an idea into a viable reality; Understand how to attract resources to take advantage of an opportunity; Explain the legal and ethical issues facing entrepreneurs; Describe the different sources of finance for developing business opportunities.

**Syllabus:** The nature and importance of entrepreneurship; forms of entrepreneurship; the entrepreneurial process; the entrepreneurial mind; creativity, ideas and innovation; screening entrepreneurial opportunities; identifying resources to support entrepreneurial activities; intellectual property issues; accessing finance and other resources; the entrepreneurial team; assessing risk; business structure and ethics; entrepreneurial strategy; finding and reaching customers and marketing innovation; feasibility planning.
LEGAL ASPECTS OF ENTREPRENEURSHIP
Course Code: TECHCOMM 3007NA
Course Value: 3 Units

The aim of this course is to enable students from a variety of backgrounds to understand legal aspects of entrepreneurship. The knowledge they gain will enable them to seek appropriate legal advice and identify the areas that they need to address when engaged in entrepreneurial activity. On completion of this course, students should be able to display a broad understanding of Commercial Law and how it will impact entrepreneurial activity in several areas. The student should be able to identify the specific legal issue that an entrepreneur needs to understand at various stages of venture development. The course covers from an international perspective key issues in Contract Law; the implications of the Law of Agency; Company Law and legal forms of business organisation; Law of Torts; Intellectual Property; key aspects of employment law; restrictive trade practices; financing, securities and bankruptcy; ethics and compliance.

APPLIED ENTREPRENEURSHIP
Course Code: TECHCOMM 3002NA
Course Value: 3 Units

The Applied Entrepreneurship course aims to enable entrepreneurship students from a variety of backgrounds to acquire practical skills and expertise of entrepreneurship. The focus is on “how” to start, build and run a new venture towards making a sustainable business. Seasoned entrepreneurs and/or business professionals will be invited to the class to share their practical knowledge and life experience of entrepreneurship. This course is highly interactive. Faculty mentoring, coaching, and student participation in every aspect of the course are integral part of the teaching and learning of this course.

PROJECT MANAGEMENT FOR NEW VENTURES
Course Code: TECHCOMM 2000NA
Course Value: 3 Units

This course introduces the context, rationale, and application of project management techniques to navigate new ventures. Rigid adherence to the pillars of cost, time, quality and requirements can be counter-intuitive to agility, opportunities and innovation therefore demands a more flexible approach. As a course assignment participants will be expected to adapt a methodology to create a project plan for a new venture to apply what they have learnt. The context and learning in the course is to prepare participants to be able to adapt project management skills to the creation of new ventures in a variety of industries.

EXTENDED PROJECT (6 UNITS)
Course Code: TECHCOMM 3008NA
Course Value: 6 Units

The aim of this course is to enable students from a variety of backgrounds to gain experience and develop their knowledge in entrepreneurship into practical skills to a very high level. The course will assist in the development of interpersonal skills, analytical ability, and business acumen to the stage that the student is confident of starting and running a new venture. On completion of this course, students should be able to:

• demonstrate the practical skills in researching, planning, and executing a business plan for a new venture,
• demonstrate an ability to operationalise a business plan,
• assess the risks and opportunities that arise from this activity,
• demonstrate a high level of competence in the entrepreneurial process
• communicate that knowledge to others.
BACHELOR OF NURSING

The Bachelor of Nursing is designed for Registered Nurses in Singapore who have completed a relevant polytechnic diploma and are seeking further professional development opportunities. The program will prepare nurses for progression towards a series of career outcomes along the clinical, managerial or educational pathways and beyond.

The curriculum content focuses on the Singapore healthcare context and the international perspective of nursing and healthcare. The program will also focus on experiential learning and academic rigor, facilitating the effective integration of theory and practice. The Bachelor of Nursing is accredited by the Singapore Nursing Board.

The Bachelor of Nursing delivered at NAA is a 24 unit course program. Students undertake two courses per semester over 2 years part time. Each course includes 40 hours of contact time comprising of lecturers, tutorials and laboratory sessions with up to 144 hours of self directed learning per semester.

Program Accreditation
Accredited by the Singapore Nursing Board (SNB).

COURSE DESCRIPTIONS

FOUNDATIONS OF NURSING PRACTICE I

Course Code: NURSING 1101NA
Course Value: 3 Units
This course is designed to facilitate student learning about development of nursing as a profession and discipline. It will focus on professional issues and the elements of practice that distinguish nursing as a profession. These include healthcare ethics, law and advocacy. The students will be required to identify and describe how these issues relate to their current practice. The curriculum includes the following content specified by the Singapore Nursing Board curriculum requirements: Healthcare Ethics and Law.

FOUNDATIONS OF NURSING PRACTICE II

Course Code: NURSING 1103NA
Course Value: 3 Units
This course is designed to facilitate student learning about the evolution of nursing knowledge, nursing management and leadership, and the principles and practices of teaching and learning. The aim of Foundations of Nursing Practice II is to build and develop student knowledge of the changing nature of the role of the nursing profession within contemporary health systems, nursing theories and their application to practice, the contribution of nursing in a multidisciplinary team, the potential for and the attributes required for leadership in all levels of nursing, and the part nurses may play as potential leaders who will guide the profession in the 21st Century.

HEALTH ASSESSMENT AND COMPLEX CARE I & II

Course Code: Nursing 1110NA & 1111NA
Course Value: 3 Units each
Health Assessment and Complex Care I & II will enable students to build on their existing knowledge and skills to develop advanced clinical reasoning and problem solving skills. The topics for assessment have been based on the most common causes of mortality and morbidity as reported by the Singapore Ministry of Health in their statistics. Students will be asked to consider a complex patient scenario based on their own practice setting. The skills required for advanced comprehensive physical, mental, behavioural and psychosocial assessment as well as the advanced pathophysiology and pharmacological issues will be explored and practiced in this course. Students will have opportunities to present and discuss their own cases with other students in the tutorials. It is anticipated that students will learn not only from their own cases but also from those presented by the other students. In presenting their case studies the students will further develop their own teaching skills.

The curriculum includes the following content specified by the Singapore Nursing Board curriculum requirements: Health and Physical assessment, Teaching and Learning, Pathophysiology, Applied Pharmacology, and Behavioural Sciences and Sociology.

NAA BACHELOR OF NURSING PRIZES

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<tbody>
<tr>
<td>Ngee Ann-Adele</td>
<td>Most Outstanding BN Graduate</td>
<td>1000</td>
</tr>
<tr>
<td>Ngee Ann-Adele</td>
<td>1106 NA Knowledge Translation in Nursing II</td>
<td>300</td>
</tr>
</tbody>
</table>

Prizes will be awarded for Singapore BN courses over each calendar year. If more than one student is deemed eligible for a prize, the prize amount will be shared between the recipients.
KNOWLEDGE TRANSLATION IN NURSING I

Course Code: NURSING 1105NA
Course Value: 3 Units

This course will enable students to develop an understanding of nursing research and evidence based health care. It will focus on different research methodologies and the critical appraisal of this research. The applicability and appropriateness of this research for clinical application will be investigated and the principles of evidence based practice will be examined. Students will be required to critically appraise various research methodologies and identify the relevance of nursing research to their clinical practice.

NURSING IN A GLOBAL COMMUNITY

Course Code: NURSING 1107NA
Course Value: 3 Units

This course will focus on the global issues facing the profession. Topics to be considered will include, epidemiology, infection control, pandemics and the nursing role. In addition the global nursing workforce and current and future challenges for health care providers will be considered. These include the ageing population in some nations, chronic illness, and the economics of health care.

KNOWLEDGE TRANSLATION IN NURSING II

Course Code: NURSING 1106NA
Course Value: 3 Units

This course will focus on the assessment of patient safety and the quality of nursing care including the implementation of research findings. Students will systematically evaluate and compare clinical practice with the best available research evidence and engage in clinical audit. They will be encouraged to disseminate the findings of the audit within their practice area. Students learn about clinical audit from both their own audit, and from those presented by their fellow students.

TEACHING IN NURSING PRACTICE

Course Code: NURSING 1112NA
Course Value: 3 Units

This course is designed for students to explore clinical and patient education in the healthcare environment. There is an emphasis on the evidence base for practice. The role of the Registered Nurse in relation to patient education, staff education and student supervision is also explored. Student will gain practical experience and develop competency in learning and teaching methods used in health care education.
The Bachelor of Commerce degree at the University of Adelaide is a high demand degree which is valued by employers.

Students admitted to the Bachelor of Commerce degree may choose to graduate with one of the following degrees:
- Bachelor of Commerce
- Bachelor of Commerce (International Business)
- Bachelor of Commerce (Management)
- Bachelor of Commerce (Marketing)

Students who specialise in more than one area or who want the breadth of their degree recognised, may choose to be awarded the named degree.

The degree program has flexibility which allows you to pursue your interests within a wide range of courses. This enables you to gain a wide range of employable skills and knowledge leading to improved job opportunities.

The University’s business programs have been awarded a five year international accreditation from the Association to Advance Collegiate Schools of Business (AACSB) www.aacsb.edu/ accreditation

BACHELOR OF COMMERCE

Students who specialise in more than one area or who want the breadth of their degree recognised, may choose to be awarded the Bachelor of Commerce degree rather than a named degree.

The degree program has flexibility which allows you to pursue your interests within a wide range of courses. This enables you to gain a wide range of employable skills and knowledge leading to improved job opportunities.

INTERNATIONAL BUSINESS

The Bachelor of Commerce (International Business) is designed for students who wish to specialise in courses that can lead to a career in international business. The degree program provides a broad foundation in business in addition to specialised studies in topics related to the International business arena.

In the 1990s, business enterprises were faced with the need to address the challenge of staying competitive in an increasingly global market. This situation will continue in the coming decades of the new millennium and this degree has been designed to provide you with the opportunity to gain the knowledge and skills to meet this challenge.

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Certified Professional Bodies

The Bachelor of Commerce (International Business) degree is designed for those who wish to work in a company involved in international business, or for those who can bring such expertise to public bodies such as government.

One career alternative in international business management is to work for a large Multinational corporation. Such firms constantly search for good personnel to assist them in their international operations. These organisations expect employees to be firmly grounded in the principles and practices of management. It is most likely that they would hire you at a starting level and expect you to become familiar with the company’s operations before they would give you a position of responsibility or consider you for an overseas assignment. You may be required to undertake further training in a specialised area. Opportunities in this area include not only the giant multinational firms, but also banks, airlines and travel, tourism and hospitality organisations.

Career opportunities also exist in small and medium-sized firms (SMEs). Very often, such firms have just developed an international orientation, and the new employee will arrive on the ‘ground floor’. Managers in SMEs may not be as specialised as those in large organisations, and your initial involvement would be in the export field, carrying out such

 DEGREE STRUCTURE

Twelve Courses; chosen from:
- Consumer Behaviour II
- Corporate Responsibility for Global Business III
- Human Resource Management III
- International Business II
- International Financial Institutions & Markets I
- International Management III
- International Marketing III
- International Trade & Investment Policy II
- Legal Aspects of International Business III

Five Elective Courses; chosen from:
- Consumer Behaviour II
- Human Resource Management III
- Managing Conflicts & Change III
- Market Research III
- Marketing Communications III
- Market Strategy & Project III
- Organisational Behaviour II
- Organisational Dynamics II
- Strategic Management III
- Systems Thinking for a Complex World II

* Please note that not all courses will be available in a single academic year.
* Pre-requisites apply for selected courses.

NAA BACHELOR OF COMMERCE PRIZES

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<td>Ngee Ann-Adequate</td>
<td>Most Outstanding BCOM Graduate</td>
<td>1000</td>
</tr>
<tr>
<td>Ngee Ann-Adequate</td>
<td>3051NA Corporate Responsibility for Global Business III</td>
<td>300</td>
</tr>
<tr>
<td>Ngee Ann-Adequate</td>
<td>3501NA International Management</td>
<td>300</td>
</tr>
<tr>
<td>Ngee Ann-Adequate</td>
<td>3502NA Market Research III</td>
<td>300</td>
</tr>
</tbody>
</table>

Prizes will be awarded for Singapore BCOM courses over each calendar year. If more than one student is deemed eligible for a prize, the prize amount will be shared between the recipients.

Recognised Professional Bodies

Graduates are entitled to affiliate membership of the Securities Institute of Australia. Full membership requires completion of the Institute’s Graduate Diploma in Applied Finance and Investment, progress towards which is greatly facilitated by this degree. The degree is also a useful starting point for complying with entrance requirements of the American professional body, Association of Investment Management and Research, to become a Chartered Financial Analyst.

Careers

A career in international business management offers you not only the possibility of high financial rewards but also variety, satisfaction, and the possibility of international assignments. The Bachelor of Commerce (International Business) degree is designed for those who wish to work in a company involved in international business, or for those who can bring such expertise to public bodies such as government.

One career alternative in international business management is to work for a large Multinational corporation. Such firms constantly search for good personnel to assist them in their international operations. These organisations expect employees to be firmly grounded in the principles and practices of management. It is most likely that they would hire you at a starting level and expect you to become familiar with the company’s operations before they would give you a position of responsibility or consider you for an overseas assignment. You may be required to undertake further training in a specialised area. Opportunities in this area include not only the giant multinational firms, but also banks, airlines and travel, tourism and hospitality organisations.

Career opportunities also exist in small and medium-sized firms (SMEs). Very often, such firms have just developed an international orientation, and the new employee will arrive on the ‘ground floor’. Managers in SMEs may not be as specialised as those in large organisations, and your initial involvement would be in the export field, carrying out such
Management is the process of administering and coordinating an organisation’s resources efficiently and effectively in an effort to achieve its goals. The Bachelor of Commerce (Management) will help you develop the skills required to successfully manage changes in work structures, process and product technologies, employment relations and organisational culture.

Recognised Professional Bodies

The Bachelor of Commerce (Management) is designed for students who wish to gain a recognised qualification to enhance their career prospects and leads to membership of a number of professional associations.

Graduates are eligible for membership of the Australian Institute of Management (AIM) and the Australian Human Resources Institute (AHRI).

Note: During the course of their studies students can register as student members of these professional bodies.

Careers

A career in management offers you not only the possibility of high financial rewards but also variety, satisfaction and the possibility of international assignments. Managers are required in organisations of various sizes, in the public, private and not-for-profit sectors.

BACHELOR OF COMMERCE (MANAGEMENT)

As a graduate you may join a large organisation. It is most likely that you will be hired at a sta y’s operations before being given a position of responsibility.

You may be required to undertake further training in specialised areas. If you work for a multinational company, you will need to become familiar with the company’s operations before being considered for an overseas assignment.

Opportunities for employment also exist in small and medium sized enterprises (SMEs). Managers in SMEs may not be as specialised as those in large organisations. You may prefer the challenges of working in this sort of environment as you will be involved in a wider variety of tasks and responsibilities, and could involve specialising in either importing or exporting activities.

Other career options include working for a government trade bodies or an international aid agency. Career opportunities also exist for management consultants, advising others how to manage their businesses. Following this career route usually requires several years of practical experience and a postgraduate qualification.

Tasks as evaluating potential new customers and markets, preparing quotes and dealing with such activities as shipping and transportation. You may prefer the challenges of working in this sort of environment as you will be involved in a wider variety of tasks and responsibilities, and could involve specialising in either importing or exporting activities.

MANAGEMENT Degree Structure

Six Core Courses

• Human Resource Management III
• International Management III
• Organisational Behaviour II
• Organisational Dynamics II
• Managing Conflicts & Change III
• Strategic Management III

Six Elective Courses; chosen from:

• Consumer Behaviour II
• Corporate Responsibility for Global Business III
• International Business II
• International Financial Institutions & Markets I
• International Marketing III
• International Trade & Investment Policy II
• Legal Aspects of International Business III
• Market Research III
• Market Strategy and Project III
• Marketing Communications III
• Organisational Behaviour II
• Systems Thinking for a Complex World II

* Please note that not all courses will be available in a single academic year.
* Pre-requisites apply for selected courses.
The Bachelor of Commerce (Marketing) is designed to provide you with a sound background in business, together with an understanding of marketing’s role within and between organisations. With greater competition in markets arising from globalisation, technological change and deregulation, an understanding of marketing is becoming increasingly important for all professionals in both private and government business areas. In a more competitive world, graduates with the ability to add value to products and services are in increasing demand.

People seeking careers in marketing are expected to have well developed decision making skills and to be innovative in their approach to business problems and situations. As a result, the marketing courses are combined with a general business education to ensure that you develop a multi-disciplinary perspective of business. The degree program also aims to develop critical thinking and communication skills so that you may deal effectively with the continually changing business environment.

To achieve these aims the degree integrates the development of practical skills and knowledge, with a strong emphasis on understanding current theories, strategic decision making and the latest research. Assessment activities are designed to provide you with quality learning experiences that develop your employment skills.

**Recognised Professional Bodies**

Graduates gain partial credit towards the Certified Professional Marketer (CPM) status awarded by the Australian Marketing Institute. Completion of four specified courses allows Bachelor of Commerce (Marketing) students to obtain the Certificate of Market Research from the Market Research Society of Australia.

**Careers**

The Bachelor of Commerce (Marketing) will equip you with the educational background you need to enter many career areas in both private enterprise and the government sector. Potential employment opportunities are extensive as people with marketing knowledge and skills are required by all kinds of organisations and businesses to manage their client relationships.

The degree is designed to equip you for future business roles, such as: market planner, sales manager, brand marketer, product and advertising manager, retail manager, public relations officer, advertising executive, service manager and market researcher.

Apart from specialist marketing areas, employment may be found in such areas as the broadcast media, social research, policy and business analysis, management consulting and strategic planning. Graduates can move into careers as graduate trainees with large multi-national corporations in areas such as marketing, sales or advertising and later into general management or marketing management positions.

The Bachelor of Commerce (Marketing) also develops a sound basis for postgraduate studies, whether an Honours degree, a Master of Commerce (Marketing) or a Master of Business Administration (MBA).

**MARKETING Degree Structure**

**Five Core Courses**
- Consumer Behaviour II
- International Marketing III
- Market Research III
- Marketing Communications III
- Market Strategy & Project III

**Seven Elective Courses, chosen from:**
- Corporate Responsibility for Global Business III
- Human Resource Management III
- International Business III
- International Financial Institutions & Markets I
- International Management III
- International Trade & Investment Policy II
- Legal Aspects of International Business III
- Managing Conflicts & Change III
- Organisational Behaviour II
- Organisational Dynamics II
- Strategic Management III
- Systems Thinking for a Complex World II

* Please note that not all courses will be available in a single academic year.
* Pre-requisites apply for selected courses.

**CONSUMER BEHAVIOUR II**

**Course Code:** MARKNG 2501NA
**Course Value:** 3 Units
**Assumed Knowledge:** Introduction to Marketing I

This course introduces the theory of consumer behaviour and relates it to the practice of marketing. It will present relevant material drawn from psychology, anthropology, social and behavioural sciences within the framework of the consumer decision process and its main influencing factors.

**CORPORATE RESPONSIBILITY FOR GLOBAL BUSINESS III**

**Course Code:** INTBUS 3501NA
**Course Value:** 3 Units

This course gives students an insight into how to anticipate and deal with some of the major challenges faced in the international business arena. Topics include: an introduction to the economics and politics of globalisation and the emergence of “corporate social responsibility”; internal corporate governance issues - how a company identifies new markets, manages risks, overcomes exporting and importing challenges while dealing with trade law and the WTO; external challenges - how a company navigates corporate legal obligations, consumer concerns, labour and human rights issues, poverty, sustainable development and environmental issues.
HUMAN RESOURCE MANAGEMENT III

Course Code: COMMGMT 3502NA
Course Value: 3 Units
Pre-requisite: Organisational Behaviour II

The aim of this course is to provide students with an understanding of contemporary HRM and the important strategic role that it plays in helping an organisation build and maintain competitive advantage. More specifically, the course will examine HR policies, practices, and systems in the areas of: planning and recruitment; ethical and legal frameworks for HR; employee selection; training and development; performance management; compensation; employee relations; diversity management; OH&S; employee separation; and HRM in a global environment.

INTERNATIONAL BUSINESS II

Course Code: INTBUS 2500NA
Course Value: 3 Units

The course introduces students to the basic concepts of international business. Topics include internationalisation theories; the impact of technology on multinational corporations; understanding documentation used in the international business arena; financing multinational operations; and international governance issues. There will be a focus on appropriate theory and the course will aim to provide opportunities for the practical implementation of the main concepts covered.

INTERNATIONAL FINANCIAL INSTITUTIONS & MARKETS I

Course Code: ECON 1009NA
Course Value: 3 Units

This is an introductory undergraduate course in international trade. The course covers the following standard topics: the main reasons for trade, trade patterns, trade and income distribution, FDI and immigration, trade policy instruments, WTO and the multilateral trading system, trade agreements. The course may also cover additional topics such as outsourcing, trade and child labour, globalisation and environment.

INTERNATIONAL MANAGEMENT III

Course Code: COMMGMT 3500NA
Course Value: 3 Units
Assumed Knowledge: Introduction to Management I

The objective of this course is to provide students with a basic understanding of the fundamental principles and practices of International Management. The course focuses on the foundations of international management, the role of culture, cross-cultural communication and negotiations, MNC strategies and structures, and international human resource management. There will be a focus on appropriate theory and the course will aim to provide opportunities for the practical implementation of the main concepts covered.

INTERNATIONAL MARKETING III

Course Code: MARKETING 3501NA
Course Value: 3 Units
Pre-requisite: Introduction to Marketing I
Assumed Knowledge: Consumer Behaviour II

International marketing is a rapidly growing area within the disciplines of marketing and international business. Central to international marketing is the response of international rather than domestic buyers in the marketing environment, the types of decisions that are most feasible and the information required in decision making. During this course, the student will gain insights into the pressures created by the international economic, political, legal and cultural environmental influences on marketing planning. This course will enable students to learn analytical skills required to develop international marketing plans and develop the marketing mix elements in the international environment. International marketing is one of five subjects in the marketing discipline and extends the knowledge developed in marketing management into the international rather than the domestic market. The major theories include: pathways of internationalisation, political and economic risk analysis, international strategic planning, cultural distance, product development and branding for international markets, international market entry, distribution strategies and the structure of international organisations. The conceptual material developed during this course will be implemented through class exercises, case studies and a major project.

INTERNATIONAL TRADE & INVESTMENT POLICY II

Course Code: ECON 2500NA
Course Value: 3 Units
Assumed Knowledge: Principles of Microeconomics I

This course examines the interactions between economic, political, strategic, and legal aspects of international trade and investment policies at national, regional and global levels. This includes the ways in which WTO members affect and are affected by regional and bilateral trade and economic integration agreements. The effects of trade and investment policy on the efficiency of resource use, on income distribution, and on national and global trade and economic welfare are analysed using trade theories and models of international trade and investment.

LEGAL ASPECTS OF INTERNATIONAL BUSINESS III

Course Code: COMMLAW 3502NA
Course Value: 3 Units
Assumed Knowledge: Commercial Law I

This course focuses on introducing students to the legal aspects of doing business abroad. The course provides an understanding of the different legal systems; tax and regulation of trade; the enforceability of contracts; and judgements and dispute management across borders. The course will also introduce students to the issues of intellectual property protection and antidumping regulations.

MANAGING CONFLICT & CHANGE III

Course Code: COMMGMT 3506NA
Pre-requisite: Organisational Behaviour II

This course will introduce students to the theory and practice of negotiation, conflict management and change management in the workplace. Using various models the course will help students to develop an understanding of the importance of structured negotiation as a means of achieving effective organisational outcomes. It will also explore different strategies for dealing with conflict and implementing organisational change and the potential outcomes, both positive and negative, of the chosen strategy.
MARKETING COMMUNICATIONS III

Course Code: MARKETING 3500NA
Course Value: 3 Units
Assumed Knowledge: Introduction to Marketing I

The course aims to provide students with an understanding of the communication aspects of marketing. It will cover the range of tools available to marketers for the purpose of promotion such as advertising, sales promotion, personal selling, sponsorship, publicity and public relations as well as the process by which these are integrated and planned.

MARKET RESEARCH III

Course Code: MARKETING 3502NA
Course Value: 3 Units
Pre-requisite: Introduction to Marketing I
Assumed Knowledge: Consumer Behaviour II

This course will provide students with an in-depth understanding of market research. Students will be involved in a practical application of market research via a group project which will focus on a real company situation. Students will write a research brief, determine the research methodology and conduct interviews and surveys as required. Students will be responsible for presenting their findings in both written and oral form to their clients.

MARKET STRATEGY & PROJECT III

Course Code: MARKETING 3503NA
Course Value: 3 Units
Pre-requisite: Introduction to Marketing I, Consumer Behaviour II, Market Research II

This is a capstone course for students completing the Bachelor of Commerce (Marketing). The course integrates market theory and management practices, within the context of marketing strategies and different competitive situations. Students will develop a marketing plan for a live client firm, on the basis of market theory, market research and the potential strategic directions available to their client. Students will be responsible for presenting their findings in both written and oral form to their clients.

ORGANISATIONAL DYNAMICS II

Course Code: COMMGMT 2502NA
Course Value: 3 Units
Pre-requisite: Introduction to Management I

Organisational Dynamics teaches a unified way of thinking about the short term dynamics and complexities faced by contemporary organisations. This course discusses the theory of organisations with respect to fundamental organisational characteristics, imperatives and typical contingencies to operations and effectiveness. It uses the macro-perspective of Organisational Theory to enable the organisation and its primary sub-units to be presented as the point for explanation and analysis for the complexities and influences that are sources of potential disruption and change. Emphasis is on the organisational system as a coordinated social entity and as such the course is concerned with how the organisation integrates its social capital, competencies and resources, strategic capabilities and operational assets in a way that minimises disruption and maximises as challenges and opportunities arise. This course prepares management students to interpret organisational complexity and to be alert to the constant shifts and challenges faced by organisations and their people. This course will enable you to understand the potential implications of contingencies, change and dynamics and how the organisation’s structure and design can moderate these influences as well as impact its use of technology and the way it leverages knowledge, supports innovation and maximizes its effectiveness and advantage.

SYSTEMS THINKING FOR A COMPLEX WORLD II

Course Code: COMMGMT 2504NA
Course Value: 3 Units

Complexity characterises the world and all human endeavours today. All problems, whether technical, social, economic, natural, cultural or political are embedded in a complex web of dynamically linked components and processes that are continuously influenced by short-term shocks and long-term stresses such as globalisation, climate change, economic liberalisation and urbanisation. This generic course equips students from all disciplines with essential knowledge and skills through the introduction of systems thinking concepts, theories, and cutting edge tools for understanding and effectively managing complexity. It provides a basis for moving from traditional linear thinking to interconnected thinking that is to determine systemic interventions (actions, strategies, policies) that address the root causes of issues rather than treating the symptoms. Cutting edge systems tools and games are used to gain insight into how the components of complex systems are multi-dimensional and interconnected, how a particular decision can lead to intended as well as unintended consequences and how negative outcomes could be mitigated in a systemic way. Student group projects provide unique multi-disciplinary learning opportunities to gain firsthand experiences with "new ways of thinking" about their own discipline interests and how to integrate diverse mental models and disciplines in finding solutions to deal with complex issues.

ORGANISATIONAL BEHAVIOUR II

Course Code: COMMGMT 2500NA
Course Value: 3 Units

This course is designed to provide students with a foundational understanding of the history and development of Organisational Behaviour (OB) theories and concepts. The body of knowledge focuses on how the attributes and behaviours of individuals and groups influence the culture, design, ethics, learning and structure of an organisation. The applied focus of the course is to facilitate experiential learning of contemporary approaches to conflict resolution, communication, decision making, leadership, motivation, negotiation, power and politics within a team environment.

STRATEGIC MANAGEMENT III

Course Code: COMMGMT 3501NA
Course Value: 3 Units
Pre-requisite: Introduction to Management I

This course addresses the strategic management of organisations, including the formulation of longer term strategic directions, the planning of objectives and supporting strategies, and the control of strategic implementation. It provides students with an understanding of the approaches and tools for planning and controlling strategy at the organisation and sub-unit levels, as well as experience in case analysis and practical application of planning and control skills. Topics include evaluating the strategic environment, industry and competitive analysis, formulating strategy and setting objectives, strategy selection and implementation, and strategic control. Also considered are specialist issues in strategic management such as technology and not-for-profit organisation management, corporate social responsibility and environmental strategies.
150 new University Research Scholarships in 2012

Awarded 3 of the 26 new ARC Discovery Outstanding Researchers Awards in 2012

Over $39 m in revenue across more than 500 commercial agreements

Awarded – 81% of total Australian Research Council (ARC) Discovery project grant funding in South Australia in 2012

9 ARC Future Fellowships in 2012

1,811 Research staff

Awarded – 67% of total National Health & Medical Research Council (NHMRC) funding in South Australia in 2012

Over $170 m total research income in 2011

106 Rhodes Scholars

Source: The University of Adelaide Research Impact