

## Ethics, Governance and Sustainability

BUSS 5385 Study Period 6 - 2016

Internal - City West Campus

## Introduction

### Welcome

#### ***Welcome to Ethics Governance and Sustainability***

According to a recent study published in the leading journal *Science*, four out of the nine planetary boundaries (which define the safety limits for existence of life on the planet), have been already crossed (Steffen et al., 2015). Balancing economic, environmental, and social sustainability presents one of the most significant challenges confronting businesses and societies today. Driven by stakeholder pressures ninety-five percent of the CEOs surveyed by KPMG now consider social and environmental sustainability as a key strategic area (KPMG, 2013). Not surprisingly, sustainability and ethical challenges are increasingly being labelled as “grand challenges” of our times (Howard-Grenville et al., 2014).

Unfortunately, traditional “academic teaching and research is not moving far enough, fast enough” (Bansal et al., 2016, p. 3). A key criticism of business schools, across the world, is that business schools are not sufficiently engaging with ethics and sustainability—bringing into question their value and legitimacy (Tsui, 2013). At UniSA we proudly buck this trend. Through this course we hope to harness the creative tension that comes through bringing together innovative knowledge from academic research and the experience of the practitioner student, in addressing these high impact issues. By the end of this course, I hope, that we can collectively imagine new futures—ones in which businesses work hand-in-hand with society—in addressing these “grand challenges”.

Warm regards  
Sukhbir Sandhu

#### References

Bansal, P., J. Good and G. Sharma. (2016). "Business challenges for sustainability: Inspiring new research and innovating new solutions." Retrieved 9 June 2016, 2016, from <http://nbs.net/wp-content/uploads/2016-LC-Design-Challenges.pdf>.

Howard-Grenville, J., S. J. Buckle, B. J. Hoskins and G. George (2014). "From the editors: Climate change and management." *Academy of Management Journal* 57(3): 615-623.

KPMG. (2013). "KPMG International survey of corporate responsibility reporting" Retrieved 6 Jan 2015, from <http://www.kpmg.com/au/en/issuesandinsights/articlespublications/pages/corporate-responsibility-reporting-survey-2013.aspx>.

Steffen, W., K., , J. Richardson, S. E. Rockstrom, I. Cornell, E. M. Fetzer, R. Bennett, S. R. Biggs, W. Carpenter, C. A. de Vries, C. de Wit, D. Folke, J. Gerten, G. M. Heinke, L. M. Mace, V. Persson, B. Ramanathan, Meyers and S. Sorlin (2015). "Planetary boundaries: Guiding human development on a changing planet." *Science* 347(6223): 736-742.

Tsui, A. S. (2013). "Presidential address - On compassion in scholarship: Why should we care?" Academy of Management Review 38(2): 167 -180.

## Course Teaching Staff

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\* Please refer to your Course homepage for the most up to date list of course teaching staff.

## School Contact Details

### School of Management

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# Course Overview

## Prerequisite(s)

There are no prerequisite courses to be completed before this course can be undertaken.

## Corequisite(s)

There are no corequisite courses to be completed in conjunction with this course.

## Course Aim

This course provides students with theoretical and practical knowledge of business ethics, corporate governance and sustainable business, and explores their impact on organisational management and leadership, business strategy, and business conduct. The course critically examines the role of business in society and how this role might be fulfilled.

## Course Objectives

On completion of this course, students should be able to:

CO1. Acquire a body of knowledge of, and critically reflect on, theoretical and practice-based principles of ethics, governance and sustainability and the impacts these have on organisational management and leadership.

CO2. Critically assess and evaluate the role of business in society and how this role might be fulfilled.

CO3. Apply principles of business ethics, sustainable business and corporate governance to organisational management and leadership in international business environments.

Upon completion of this course, students will have achieved the following combination of Graduate Qualities and Course Objectives:

	Graduate Qualities being assessed through the course						
	GQ1	GQ2	GQ3	GQ4	GQ5	GQ6	GQ7
CO1	•	•	•	•	•		•
CO2	•	•	•	•	•		•
CO3	•	•	•	•	•	•	•

## Graduate Qualities

A graduate of UniSA:

GQ1. operates effectively with and upon a body of knowledge of sufficient depth to begin professional practice

GQ2. is prepared for life-long learning in pursuit of personal development and excellence in professional practice

GQ3. is an effective problem solver, capable of applying logical, critical, and creative thinking to a range of problems

GQ4. can work both autonomously and collaboratively as a professional

GQ5. is committed to ethical action and social responsibility as a professional and citizen

GQ6. communicates effectively in professional practice and as a member of the community

GQ7. demonstrates international perspectives as a professional and as a citizen

## Course Content

Topics covered in this course include:

- Business and society: the role of business in society, including a critique of the shareholder, stakeholder, and triple bottom line approaches.
- Business ethics: principles of ethical decision making, their application in the business context and the implications for business conduct, ethics in the global business setting, and contemporary ethical dilemmas for managers.
- Sustainable business: concepts of sustainability and sustainable business, key social and ecological challenges, and how sustainability issues can be addressed in business strategy.
- Corporate governance: what corporate governance and good governance practices are, and the implications for managers and management decision making.

## Teaching and Learning Arrangements

Seminar                      3 hours x 10 weeks

## Unit Value

4.5 units

## Additional assessment requirements

Students are normally expected to attend a minimum of 80% of the seminars scheduled for the course.

Students enrolled in courses delivered online are normally expected to participate in a minimum of 80% of the compulsory online discussion forums scheduled for the course.

In addition to achieving an overall pass grade for the course, students must also achieve at least 50% for the sum of the individually assessed components of the course.

## Further Course Information

### Assignment protocols – collection and use of data

#### ***Assignments on your own workplace***

If you do a major assignment for this course on your own workplace, you must seek permission from your employer prior to commencing the assignment.

A copy of the assignment cannot be given to any party other than your employer unless your employer agrees in writing for this to be done.

If a copy of the assignment is provided to your employer, or to any other party beyond course assessment purposes, all reference to UniSA, the program of study, and the course itself, must first be removed from the report. The report must not be presented as a UniSA report or be linked to UniSA in any way.

#### ***Assignments on other businesses or settings***

If you do a major assignment for this course on an organisation or situation other than your own organisation and, in doing so, you intend to gather information that is not otherwise publicly available, you must:

Give the party providing you with information a written statement of disclosure setting out:

- a) The capacity in which you are acting; this will usually be "I am seeking information in my capacity as a student undertaking university studies".
- b) The purpose for which the information will be used; usually "The information will be used as part of a university course report to be submitted for assessment".
- c) Who will receive a copy of the report; normally this will be "The report will not to be used for any other purpose other than for university course assessment".
- d) There may be instances where the report might be provided to another party, such as an organisation that is the focus of the assignment i.e.: "The report will be used for university course assessment and will be provided to XYZ".
- e) Confidentiality and anonymity protocols: normally this will be "Information will not be requested that is personal to you and no references will be included in the report that could directly or knowingly identify you as the source of information".
- f) The name and contact details of the School's Academic Integrity Officer with an invitation for the person to contact the AI Officer if any matters of concern arise: "If you have any concerns with the gathering or use of information please contact the Academic Integrity Officer, Dr Jane Burdett: phone 8302 0530, email: jane.burdett@unisa.edu.au".

A copy of your proposed statement of disclosure must be provided to, and approved by, your course facilitator prior to your proceeding with the assignment.

Where a report is provided to another party beyond course assessment purposes, all reference to UniSA, the program of study, and the course itself, must first be removed from the report. The report must not be presented as a UniSA report or be linked to UniSA in any way.

# Learning Resources

## Textbook(s)

There are no textbooks listed for this course.

## Materials to be accessed online

### learnonline course site

All other course related materials can be accessed through your learn**online** course site which you will be able to access from the my Courses section in myUniSA.

### myUniSA

All study related materials can be accessed through: <https://my.unisa.edu.au>

# Assessment

## Assessment Details

Details of assessment submission and return are listed under each assessment task. Assessment tasks will be returned to you within two to three weeks of submission.

**If the Course Coordinator allows submissions in hard copy format**, you will be required to attach an Assignment Cover Sheet which is available on the [learnonline student help](#) and in myUniSA.

## Use of recorded material

This course will involve the production of audio and/or video recordings of UniSA students. To protect student privacy, you must not at any time disclose, reproduce or publish these recordings, or related material, in the public domain including online, unless the videoed students give consent for reproduction, disclosure or publication. This requirement is consistent with University statutes, by-laws, policies, rules and guidelines which you agreed to abide by when you signed the Student Enrolment Declaration.

## Assessment Summary

#	Form of assessment	Length	Duration	Weighting	Due date (Adelaide Time)	Submit via	Objectives being assessed
1	Group project	2000 words	N/A	30%	30 Oct 2016, 12:00 AM	learnonline	CO1, CO2, CO3
2	Assignment 2	3000 words	N/A	40%	See <i>assessment activities for details</i>	See <i>assessment activities for details</i>	CO1, CO2, CO3
3	Assignment 1	2500 words	N/A	30%	25 Nov 2016, 11:00 PM	learnonline	CO1, CO2, CO3

## Feedback proformas

The feedback proforma is available on your **learnonline** course site. It can be accessed via the Feedback Form link in the Course Essentials block.

## Assessments

### Assessment #1 - Group project report (Graded)

#### **Group Assignment:**

The Group Assignment comprises the following parts:

Assignment part	When due	Marks
Group project plan	Submitted at the end of week 3. One member of the group submits the plan.	There are no marks for this but it is a requisite for passing the assignment.
Group project interview protocol	Submitted at the end of week 4. One member of the group submits the interview questions.	There are no marks for this but it is a requisite for passing the assignment.

Group report	Submitted at the end of week 6. One member of the group submits the report via the Course LearnOnline site.	100% of the assignment mark.
Peer review	Submitted at the end of week 6. Each class member submits their own document via the Course LearnOnline site.	There are no marks for this but it is a requisite for passing the assignment.

### **Group Project:**

#### ***What is this thing called ethics (and why is it important in business)***

In the group project you are required to interview 10 respondents who have a business background regarding ***what does "being ethical in business" mean to them and why is ethics important in business?*** You can choose to interview people from the organisation you work in, or people in other organisations.

The group project should involve the following steps:

1. Design a semi-structured interview protocol (with about 3 to 5 questions), to address the main research question.

Some illustrative questions: how would you define business ethics? Why are ethics important in business? You may, if you choose, be provocative / play the devil's advocate and ask if your respondents think that business ethics is an oxymoron? If they agree with this statement, why? If they disagree, why?

2. Analyse your responses. Simply presenting the 10 responses is not analysis. Do you see any themes? Any patterns? We will briefly discuss this in class (before you start analysing the responses).

3. Structure of group report: The report should be written in business style format and contain the following sections:

- Title page (not included in word count)
- Contents page (not included in word count)
- Executive summary (about 100 words)
- Introduction: Describe what literature has to say about this research question (about 100 - 150 words).
- Methods: Explain the methods, describe your sample - details can be in appendices (about 100 - 150 words).
- Findings: Present your findings. What patterns, if any, did you see in your data? Were there any outliers? Why may they be interesting? (about 800 words).
- Discussion and Conclusion: Discuss the implications of your findings. Do your findings reinforce what literature says about this topic? Do your findings highlight some new issues? Are there any lessons for managers? As a manager what policies would you consider putting in place based on your research? (800 words).
- Reference list (not included in word count)
- Appendices (not included in word count)

Word count: 2000 words (excludes the title page, contents page, references, and appendices). Please note, the suggested word breakdown (for each section of the report), is only indicative, and has been provided to help you frame the structure of your report.

Please provide details of the people you interviewed in the appendices. You do not have to identify them by name, but provide evidence of their age, gender and their profession. You can also provide additional details of your analysis in the appendices.

Each group will need to appoint a member who will be responsible for submitting the report (only one submission per group). Feedback will be provided to each group member individually by the Course Facilitator. The report should be loaded via the link on the Course Learnonline site.



**Group Project Plan:**

Groups are required to submit a project plan detailing:

- All members' contribution to the group assignment.
- The timelines for completion.

This submission should be limited to one page in length but nonetheless should show that a clear plan and set of time-based milestones have been determined to ensure the assignment is completed and submitted by the due date with all group members making a meaningful contribution.

Each group will need to appoint a member who will be responsible for submitting the project plan (only one submission per group) and for providing feedback from the Course Facilitator to all other group members. The Plan should be loaded via the link on the Course Learnonline site. Whilst there are no marks for this it is a requisite for passing the assignment.

**Group project interview protocol:**

Each group will need to appoint a member who will be responsible for submitting the interview questions (that you will be asking your respondents). Only one submission per group.

This should be loaded via the link on the Course Learnonline site. Whilst there are no marks for this it is a requisite for passing the assignment.

**Peer Review:**

The Peer Review document is available from the Assessment panel of the course Learnonline site. Please download this document and complete it, following the instructions it provides. Please submit the completed document via the link on the Course Learnonline site. Whilst there are no marks for this it is a requisite for passing the assignment.

**Assessment #2 - Presentation and Reflection (Graded)****Assessment Activities**

Name	Sub-weighting	Due date (Adelaide Time)	Submit via
Presentation in class	50%	Presentation dates to be assigned in week 1	In class
Weekly reflection 1	5%	24 Sep 2016, 11:00 PM	learnonline
Weekly Reflection 2	5%	26 Sep 2016, 11:00 PM	learnonline

Weekly Reflection 3	5%	3 Oct 2016, 11:00 PM	learnonline
Weekly Reflection 4	5%	10 Oct 2016, 11:00 PM	learnonline
Weekly Reflection 5	5%	24 Oct 2016, 11:00 PM	learnonline
Weekly Reflection 6	5%	31 Oct 2016, 11:00 PM	learnonline
Weekly Reflection 7	5%	7 Nov 2016, 11:00 PM	learnonline
Weekly Reflection 8	5%	14 Nov 2016, 11:00 PM	learnonline
Weekly Reflection 9	5%	21 Nov 2016, 11:00 PM	learnonline
Weekly Reflection 10	5%	28 Nov 2016, 11:00 PM	learnonline

Assignment two has two components:

### 1. Presentation

Each week students will be assigned a reading to present in class. Presentations will be allocated in week one and will commence from week two. The presentation should be between 5 - 7 minutes (with an additional 3 minutes for discussion). This is worth 50% of assignment two.

### 2. Continuous reflections on the readings

Each week students will be required to submit a short reflection on a reading from that week. The reflection should be no more than 200 words.

## Assessment #3 - Assignment (Graded)

### Individual assignment:

The purpose of this assignment is to **"raise the level of analysis"** and **link** the discussions that we have been having at the business (and academic) level to the **wider societal discourse on these issues**.

For this assignment you are to select a book (fiction or non-fiction); **OR** a movie (it can also include documentaries); **OR** a relatively detailed news feature (5 - 6 printed pages in a magazine **OR** a 30 - 60 minute TV report). While you can choose to base your assignment on any of these categories, the one constrain is that the piece of work you choose has to be about the issues we have discussed in the course (ethics / governance / sustainability). I provide some examples after the assignment description.

The assignment asks you to think outside the box and to extend "both our language and our understanding" beyond business risk management concerns (and beyond the constraints of academic research) to engage in the wider societal discourse on ethics, governance and sustainability.

More specifically:

1. Select a source (the "creative piece of work") from one of the above categories.
2. Briefly describe the narrative in your chosen source (remember it can be a book **OR** a movie **OR** a news feature). What is the story there? (about 800 words)
3. Describe how it relates to the issues we have discussed in the course? (about 800 words)
4. How has engaging with this creative piece of work extended your understanding of the role of Business in Society? (about 900 words)

Some examples of the creative pieces of work:

### **Books:**

1. Silent Spring (Rachel Carson)
2. Gaia (James Lovelock)
3. White Beach (Germaine Greer)
4. The Sceptical Environmentalist (Bjorn Lomborg)
5. Conscious Capitalism (Raj Sisodia)
6. Cadel (James Bradley)

7. Art of War (Sun Tzu)
8. Zen and the Art of Motorcycle Maintenance (Robert Pirsig)
9. The Weather Makers (Tim Flannery)
10. The Lorax (Dr Seuss) - Yes this too!

#### **Movies:**

1. Greed is good
2. The Corporation
3. Blood Diamonds
4. Inconvenient Truth
5. Wolf of Wall Street

(You can see I do not watch too many movies!). But I think you get the idea...

Summing up: Ethics, governance and sustainability often involve "hyperobjects". Hyperobjects are things that are too big to be comprehended within individual level frames of references. So issues such as climate change, become too extended in time and space, and it becomes difficult to conceptualise these issues and link them with our daily lives. Engaging with fiction / creative sources allows us to step out of our comfort zone and think creatively regarding connecting these abstract notions, and link them (deeply and meaningfully) back to our lives, families, professions and societies.

## **Supplementary Assessment**

Supplementary assessment or examination is available to students under the following conditions only if the school board or delegated committee reasonably expects that the student could achieve a supplementary pass in the course:

1. Students undertaking a full-time load of 13.5 units or more per study period will require a Grade Point Average (GPA) of 2.80 or greater for studies undertaken in the six months immediately preceding and relevant to the academic review period.
2. UniSA may use discretion in applying the GPA requirement to students who have undertaken less than 13.5 units per study period in the six months immediately preceding and relevant to the academic review period. Supplementary assessment will not be awarded to a student who has failed greater than 50% of the course load attempted in the six months immediately preceding and relevant to the academic review period.
3. The student must have received a final grade of F1 (Fail Level 1) in the course.
4. The student may be awarded supplementary assessment or examination in a maximum of two courses in a study period, provided that student has passed at least one course in the six months immediately preceding and relevant to the academic review period.
5. Supplementary assessment or examination will not be awarded for a final grade of Fail Level 2 (F2), unless the student is undertaking the final courses of their program.
6. Specific arrangements for supplementary assessment or examination may be made for a student who is undertaking the final courses of their program, whether or not the courses are approved for supplementary assessment or examination. A student is defined to be undertaking the final courses of their program if they have nine or fewer units remaining to complete the program.

More information about supplementary assessment may be found by consulting the relevant policy: <http://w3.unisa.edu.au/policies/manual/default.asp> (section 7)

## Important information about all assessment

All students must adhere to the University of South Australia's policies about assessment:  
<http://w3.unisa.edu.au/policies/manual/default.asp>.

## Students with disabilities or medical conditions

Students with disabilities or medical conditions or students who are carers may be entitled to a variation or modification to standard assessment arrangements. See Section 7 of the Assessment Policy and Procedures Manual (APPM) at: <http://w3.unisa.edu.au/policies/manual/default.asp>

Information for students with disabilities is available at:  
<http://www.unisa.edu.au/Disability/Current-students/>

## Variations to assessment tasks

Variation to assessment methods, tasks and timelines can be provided in:

**Unexpected or exceptional circumstances**, for example bereavement, unexpected illness (details of unexpected or exceptional circumstances for which variation can be considered are discussed in clauses 7.8 - 7.10 of the Assessment Policy and Procedures Manual). Variation to assessment in unexpected or exceptional circumstances should be discussed with your course coordinator as soon as possible.

**Special circumstances**, for example religious observance grounds, or community services (details of special circumstances for which variation can be considered are discussed in clause 7.11 of the Assessment Policy and Procedures Manual). Variations to assessment in expected circumstances must be requested within the first two weeks of the course (or equivalent for accelerated or intensive teaching).

**Extra time in exams (ENTEXT)** and the use of a dictionary may be available to some students (for example, Indigenous Australian students and those of non-English speaking background) as follows:

- the use of an English print dictionary, and
- extra time for reading or writing. This will be an extra ten minutes per hour for every hour of standard examination time

More information about variation to assessment may be found by consulting the relevant policy: <http://w3.unisa.edu.au/policies/manual/default.asp> (section 7).

## Marking process

The University policy and procedures are in the current Assessment Policies and Procedures Manual, which can be found at: <http://w3.unisa.edu.au/policies/manual/default.asp>

All grades are provisional until confirmed by the UniSA Business School Program Committee.

### Late Submission Penalties

The Policy of the University of South Australia Business School will be applied to any late submissions. A standard penalty of 10% a day will be deducted from the total available mark for the assignment, for up to 7 calendar days. After 7 calendar days the assignment will no longer be accepted.

## Academic Integrity

UniSA is committed to fostering and preserving the scholarly values of curiosity, experimentation, critical appraisal and integrity. Students are expected to demonstrate the highest standards of academic integrity.

Academic integrity is a term used at university to describe honest behaviour as it relates to all academic work (for example papers written by staff, student assignments, conduct in exams, etc) and is the foundation of university life. One of the main principles is respecting other people's ideas and not claiming them as your own. Anyone found to have used another person's ideas without proper acknowledgement is deemed guilty of Academic Misconduct and the University considers this to be a serious matter.

The University of South Australia wants its students to display academic integrity so that its degrees are earned honestly and are trusted and valued by its students and their employers. To ensure this happens and that students adhere to high standards of academic integrity and honesty at all times, the University has policies and procedures in place to promote academic integrity and manage academic misconduct for all students. Work submitted electronically by students for assessment will be tested using the text comparison software Turnitin <http://www.turnitin.com>.

More information about academic integrity and what constitutes academic misconduct can be found in Section 9 of the Assessment Policies and Procedures Manual (APPM) at: <http://w3.unisa.edu.au/policies/manual/> or on the Academic Integrity Module website at: <https://lo.unisa.edu.au/mod/book/view.php?id=252142>

## Submission and return of assessment tasks

See above under Assessment details.

## Action from previous evaluations

You will be asked to provide anonymous feedback regarding all aspects of your course. Your honest, constructive feedback allows the University to improve the teaching and learning environment as well as outcomes for all concerned.

If you have a complaint or grievance regarding academic programs, decisions of committees and administrative operations or individual staff members, please refer to the following website for the procedures for the resolution of student grievances: <http://www.unisa.edu.au/policies/policies/corporate/C17.asp>

The University will take all reasonable steps to resolve student complaints in an expeditious and satisfactory manner in all matters.

## Conceded and Terminating Passes

Conceded and Terminating passes are not available in this course.

## Further Assessment Information

### Supplementary Assessment

Supplementary assessment may be offered where a student:

- Receives an overall grade for the course of F1 in the range of 40-49% and also achieves a grade of P2 or higher for the total of the individual components of the course, or
- Receives a grade of F1 in the range of 40-49% for the total of the individual assessment tasks and also achieves an overall grade for the course of P2 or higher.

In these circumstances, supplementary assessment will normally only be offered providing a student has submitted all assignment tasks by the due date.

Students will be notified via email (UniSA email address) of their eligibility for a supplementary assessment.

The supplementary assessment due date or supplementary exam date is not subject to negotiation.

Students are limited to a maximum of 2 supplementary assessments in the MBA program, including the nested Graduate Certificate and Graduate Diploma programs.

### **Referencing**

You are required to use the Harvard Referencing system. Please refer to the Referencing LearnOnline site: <http://resource.unisa.edu.au/course/view.php?id=1572>

### **Marking Criteria**

Please refer to Assessment Feedback Forms for a guide on the marking criteria.

### **Group Work**

When a group of students work collaboratively on a task or an assignment that is graded as part of the course assessment, it is a requirement that each student in the group report on his/her perception of the contribution of others in the group, via the Peer Assessment Form available at: [http://resource.unisa.edu.au/file.php/930/Group\\_Assignment\\_Peer\\_Assessment.docx](http://resource.unisa.edu.au/file.php/930/Group_Assignment_Peer_Assessment.docx). A poor contribution by any member, as reported by other members, may result in a reduced grade for that member.

### **Final Grades**

Final grades for this course will normally be made available via the MyUniSA portal within three weeks of final assessment.

# Course Calendar

## Study Period 6 - 2016

	Weeks	Topic	Assessment Details (Adelaide Time)	Public Holidays
	12 - 18 September	Pre-teaching		
1	19 - 25 September	Topic details are on course website	Presentation and Reflection: Weekly reflection 1 due 24 Sep 2016, 11:00 PM	
2	26 September - 02 October		Presentation and Reflection: Weekly Reflection 2 due 26 Sep 2016, 11:00 PM	
3	03 - 09 October		Presentation and Reflection: Weekly Reflection 3 due 03 Oct 2016, 11:00 PM	Labour Day 03 Oct 2016
4	10 - 16 October		Presentation and Reflection: Weekly Reflection 4 due 10 Oct 2016, 11:00 PM	
5	17 - 23 October			
6	24 - 30 October		Group project report due 30 Oct 2016, 12:00 AM  Presentation and Reflection: Weekly Reflection 5 due 24 Oct 2016, 11:00 PM	
7	31 October - 06 November		Presentation and Reflection: Weekly Reflection 6 due 31 Oct 2016, 11:00 PM	
8	07 - 13 November		Presentation and Reflection: Weekly Reflection 7 due 07 Nov 2016, 11:00 PM	
9	14 - 20 November		Presentation and Reflection: Weekly Reflection 8 due 14 Nov 2016, 11:00 PM	
10	21 - 27 November		Assignment due 25 Nov 2016, 11:00 PM  Presentation and Reflection: Weekly Reflection 9 due 21 Nov 2016, 11:00 PM	
	28 November - 04 December	Swot-vac	Presentation and Reflection: Weekly Reflection 10 due 28 Nov 2016, 11:00 PM	