Entrepreneurial Leadership
ICMS812

UNIT OUTLINE
Semester 2 - 2010

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit.

Lecturers:
Mr. Julian W. Yim
jyim@icms.edu.au
ICMS812 – Entrepreneurial Leadership (4 cp) is an elective subject of Master of International Business (MIB) and Master of Commerce in Business (MCB). The aim of this unit is to enable students to acquire leadership skills and knowledge of general management, with entrepreneurial leadership at the core. The unit provides theoretical understanding and practical application of entrepreneurial leadership.

ICMS812 is designed to provide essential knowledge and leadership skills to meet the challenges of entrepreneurial leadership in the 21st Century. ICMS812 is based on the premise that the modern intelligent organisation—whether it be a start up, SME or a large established company—must adapt and change using leadership and entrepreneurial skills. The unit is designed to impart specific knowledge, raise awareness of business growth, provide basic business and scientific/entrepreneurial leadership skills and instil students’ capability to examine, analyse and evaluate various leadership theories that are essential for business improvement.

Teaching Staff

Convenor and Lecturer:

Mr Julian W. Yim MBA, MAppSc, BSc, BA
Office: Ground Floor, Kelly House, ICMS
Email: jyim@icms.edu.au
Consultation hours: by appointment on Tuesday morning

Guest speaker: Mr. Darryl Courtney-O’Connor, CEO, Touraust Corporation.

Julian Yim is working towards a PhD management degree in the entrepreneurship of biotechnology industry at Macquarie Graduate School of Management, Macquarie University. He holds a Master of Business Administration, Master of Applied Science (Biotechnology), Bachelor of Science (Food Technology) and Bachelor of Art (Religious Studies). He is also teaching management, entrepreneurship and international business subjects for both undergraduate and postgraduate levels at various universities. Previously he worked for 3M Asia-Pacific and ANZ regions for more than ten years. He brings in a lot of industrial experience from the healthcare and food microbiology industry. Prior to this, he
planned and set up a laboratory for a new German textile chemical manufacturing plant in Hong Kong.

**Darryl Courtney-O’Connor** is the Founder and Executive Chairman of Touraust Corporation, an organisation that is leading Australia in the development of service industry education, specifically in tourism, hospitality and events management, as well as managing some of the country’s best known hotel brands. Touraust Corporation is one of Australia’s most dynamic privately owned companies. Ranked in the top 500 largest private organisations in Australia (Business Review Weekly, August 2004), Touraust Corporation has focused the development and expertise over the past 17 years on operating businesses with a focus on the Accommodation and Education Industries. The corporation has two operating divisions: Constellation Hotel Group and International College Management, Sydney (ICMS).

**CLASSES**

Tuesday afternoon Class: 2.00pm to 5.00pm at ICMS

The Unit will be conducted by a combination of structured lectures, class discussions, case studies and workshops (3 hours) for twelve weeks. The lecture program is designed to impart essential knowledge of theory and practice of entrepreneurial leadership. The case study analysis, class discussions, workshops and interactive sessions are planned to develop leadership skills and hands on application of entrepreneurial leadership. Students are expected to actively participate in class discussions in order to critically examine leadership theories and practices. The unit will involve close interactions between lecture and students therefore class attendance and participation is expected. Students will have to be engaged in case study development and collaborative exercises.

**REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS**

The required text for ICMS812 is:


This text will be available for purchase at the Macquarie University Co-Op Bookshop. Additional readings and other materials, including powerpoint slides for each lecture, will be placed on the unit webpage and/or distributed in class.

**UNIT WEB PAGE**

The lecture notes and assigned readings will be posted on https://learn.mq.edu.au on a weekly basis. For your own convenience it is recommended to print hardcopies of the respective notes before coming to class. The recording (video or tape) of lectures or tutorials is not permitted. If you miss a class/tutorial, ask a colleague for her/his notes.

This website will be used to communicate with students outside of class time, post reading
materials and lecture notes and support assessment tasks. Therefore you should check the site regularly.

On entering the website you will be asked to enter a username and password. Your username is your standard Macquarie Student ID Number (an 8-digit number found on your Campus Card). Your password will be the original MQID password that was sent to you on enrolment (2 random characters followed by your date of birth in ddmmyy format), unless you have already changed your password in the myMQ Student Portal. Note that both your username and your password are Case Sensitive.

LEARNING OBJECTIVES AND OUTCOMES

The key learning objectives of this unit include:

- Appreciate interdisciplinary study of leadership
- Understand complex interactions among business, economics, social and scientific and technological inputs
- Understand the process and behaviour of business and scientific/entrepreneurial leadership,
- Acquire generic skills in a range of leadership topics
- Appreciate problem-based learning in leadership development
- Understand complexity in entrepreneurial skills and knowledge

Central to this course is the integration of theory and practice, and the approach taken in the course is very much ‘hands on’. Your participation through workshops, case study work and reflective learning underpins the course. There will therefore be a much greater emphasis than usual on devolving responsibility for learning to you. The students will be provided with a reading list (see attachment), supplementary reading materials, case studies. Students are expected to download necessary reading material from the Macquarie University Blackboard’s website.

The learning outcomes of ICMS812 are:

- Knowledge and understanding of:
  - the basic concepts of leadership, corporate entrepreneurship and innovation processes
  - the theoretical and practical application of leadership theories in international context
  - the basic knowledge of leadership culture and behaviour
  - the key leadership elements of success in terms of business concept identification and assessment, market focus, intellectual property, planning, funding and operations;
  - the importance of, and some basic techniques for, market and financial analysis, building the business team, business models and business strategy development.
Skills and knowledge of:
- Critical evaluation of leadership and entrepreneurship
- Interpretation of leadership theories
- Leadership skills associated with specific elements of the entrepreneurial process;
- The ability to identify, investigate and synthesise of relevant information for leadership development processes.

In addition to the above discipline based learning objectives, all academic programs at Macquarie seek to develop students’ generic skills in a range of areas. One of the aims of this unit is that students develop their skills in the following:-
- Foundation skills of literacy, numeracy and information technology;
- Your self-awareness and interpersonal skills, such as the capacity for self-management, collaboration and leadership;
- Communication skills for effective presentation and cultural understanding;
- Critical analysis skills to evaluate, synthesise and judge;
- Problem solving skills to apply and adapt knowledge to the real world;
- Creative thinking skills to imagine, invent and discover.

In this unit, the interactive nature of the lectures, group work, use of real world examples and opportunities to apply models through individual assessment tasks will be helpful in achieving these objectives.

**Teaching and Learning Strategy**

The unit will continue to build a highly participative learning environment. Students will be challenged to read, think, analyse and apply ideas in a professional manner. Students will also be required to apply many of the concepts, models, skills and practices of leadership, innovation and entrepreneurship. This unit is taught in a combined lecture, workshop/seminar format. Class sessions are primarily devoted to discussing readings, resource materials, web-exercises and practical experiences that students have undertaken both inside and outside of class. The students are expected to devote minimum of 3 hours “outside of class time” per week to their individual assignment, group project, exercises, readings and cases. The course is based on active learning methods. Full participation is required, not optional.

At the end of each lecture topic, the students should be able to:
1. Identify, explain and critically apply key frameworks, theories and models of “best practice” relating to the entrepreneurial leadership;
2. Identify and critically assess the impact of major contextual factors (societal, sectorial and organizational) affecting the management of leadership in Australian and international businesses; and
3. Demonstrate competence in problem-solving skills associated with major ‘leadership problems’ (such as types of leadership, leadership process and behavior, and leadership in innovation) in the specific context of their workplace.

**Relationship between Assessment and Learning Outcomes**
The purpose of the assessment tasks is to demonstrate that students have met the learning objectives as set out above. The following table describes the relationship between the assessment tasks and the learning outcomes:

<table>
<thead>
<tr>
<th>Date</th>
<th>Assessment Activity</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>7 Sept 2010</td>
<td>Individual essay (word limit 2,000)</td>
<td>20%</td>
</tr>
<tr>
<td>(Wk 6)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19 Oct 2010</td>
<td>Group report (20%) (word limit 3,000) &amp; presentation (10%)</td>
<td>30%</td>
</tr>
<tr>
<td>(Wk 10)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Nov 2010</td>
<td>Final Exam (must pass the exam in order to pass this unit)</td>
<td>50%</td>
</tr>
<tr>
<td>(Wk 13)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>100%</td>
</tr>
</tbody>
</table>

**Class schedule**

All classes will be conducted from 2-5pm on Tuesday each week at Manly Campus. Mid Semester Break is from **18 Sept - 4Oct, 2010**.

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Lecture and Tutorial</th>
<th>Assessment Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>3 Aug 10</td>
<td>Introduction to the Course and the Concept of Entrepreneurial Leadership</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>10 Aug 10</td>
<td>Understanding Leadership Theories(I)</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>17 Aug 10</td>
<td>Understanding Leadership Theories (II)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>24 Aug 10</td>
<td>The Gift of Dreaming (II): Beliefs, Strategy and Vision</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Guest speaker: Mr. Darryl Courtney-O’Connor)</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>31 Aug 10</td>
<td>The Gift of Dreaming (II): Beliefs, Strategy and Vision</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Guest speaker: Mr. Darryl Courtney-O’Connor)</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>7 Sept 10</td>
<td>Leadership vs Entrepreneurship</td>
<td>Individual essay</td>
</tr>
<tr>
<td>7</td>
<td>14 Sept 10</td>
<td>Leading with Innovation – What Leaders Need to Know</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Mid-Semester Break (18 Sept - 4Oct, 2010)</strong></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>5 Oct 10</td>
<td>Industry Visit : 3M Innovation Centre</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>12 Oct 10</td>
<td>Entrepreneurial Leadership Process: Corporate Entrepreneurship</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>19 Oct 10</td>
<td>Developing Entrepreneurial Leadership Skills</td>
<td>Group report</td>
</tr>
<tr>
<td>11</td>
<td>26 Oct 10</td>
<td>Challenges for Entrepreneurial Leadership in Organisation and Revision</td>
<td>Presentation</td>
</tr>
<tr>
<td>12</td>
<td>2 Nov 10</td>
<td>Group Presentation</td>
<td>Presentation</td>
</tr>
<tr>
<td>13</td>
<td>9 Nov 10</td>
<td>Final Exam</td>
<td></td>
</tr>
</tbody>
</table>

**Note:** Changes may be made to this schedule during the semester

**Assessment 1- Individual essay (20%)**
In this assessment, you are required to answer the following questions in academic writing style. Your task is to critically analyse the questions (be specific as possible to the questions) and write a concise, clear and well edited essay of no more than 2,000 words. You are required to consult and provide full reference of information. There is no limit on the number of references. You should balance your reference sources from books, edited books, Internet (www), journal articles from the full-text databases, current affairs magazines and newspapers. The use of WIKIPEDIA online encyclopaedia is not allowed because of the anonymous authors. You must use the American Psychological Association (APA) referencing system to acknowledge your sources of information (both in-text and as a reference list at the end). All sections except the Reference List at the end are included in the 2,000 word count. This essay is due on Week 6 (7 September, 2010).

Questions for individual essay:
Avery (2004) says “Understanding leadership is challenging because of a lack of agreement as to what leadership is and the tendency for researchers to focus on narrow aspects of the fields.” Do you agree with this statement? Discuss your reasonings in detail with evidence to support your arguments. Give a brief account of entrepreneurial leadership and classify it according to Avery’s integrated framework for leadership theories and paradigms.

Assessment 2- Group project on entrepreneurial leader profiling (30%)
You have to form a group of four or five members. Your group task is to choose and analyse one entrepreneurial leader from the following table. Your group has to inform the lecturer which leader your group has chosen on Week 2. It is on ‘first come first serve’ basis. No duplication of profiling will be allowed among different groups. The profiling has to be submitted in a business report (20%) due on Week 10 (19 October 2010) and presented in a 25 minutes group presentation (10%) between Week 11 and 12.

<table>
<thead>
<tr>
<th>Name of entrepreneurial leader</th>
<th>Name of company</th>
<th>Company nature</th>
<th>Country of origin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brad Greenspan</td>
<td>MySpace</td>
<td>IT</td>
<td>USA</td>
</tr>
<tr>
<td>Jack Cohen</td>
<td>Tesco plc</td>
<td>Groceries and consumer goods etc</td>
<td>UK</td>
</tr>
<tr>
<td>William Reddington Hewlett</td>
<td>Hewlett-Packard</td>
<td>Computers and electronic etc</td>
<td>USA</td>
</tr>
<tr>
<td>Walt E. Disney</td>
<td>Walt Disney Company</td>
<td>Media and entertainment</td>
<td>USA</td>
</tr>
<tr>
<td>Ian Frazer</td>
<td>Coridon Pty Ltd</td>
<td>Biotechnology</td>
<td>Australia</td>
</tr>
<tr>
<td>Henri Giscard d’Estaing</td>
<td>Club Med</td>
<td>Hotel</td>
<td>France</td>
</tr>
<tr>
<td>Ernst Werner von Simens</td>
<td>Siemens</td>
<td>Conglomerate eg engineering etc</td>
<td>Germany</td>
</tr>
<tr>
<td>Azim Premji</td>
<td>Wipro</td>
<td>IT</td>
<td>India</td>
</tr>
<tr>
<td>Jack Dorsey</td>
<td>Twitter</td>
<td>IT</td>
<td>USA</td>
</tr>
<tr>
<td>Masaru Ibuka</td>
<td>Sony</td>
<td>Conglomerate eg electronics</td>
<td>Japan</td>
</tr>
<tr>
<td>Herbert W. Boyer</td>
<td>Genentech</td>
<td>Biotechnology</td>
<td>USA</td>
</tr>
</tbody>
</table>
Your assessment task is to do extensive research on the chosen entrepreneurial leader and the related companies. By putting all the required information, your group has to write a concise, clear and well edited report with your findings and recommendation of solution for major company issues related to leadership. Your group should meet at least once a week to follow up the progress of the project. Each team member should participate equally and enthusiastically towards the final write-up of the group report and group presentation. The group report is no more than **3,000 words** in length. You are required to consult and provide full references of your findings or theories/concept. There is no limit on the number of references. You should balance your reference sources from books, edited books, Internet (www), journal articles from the full-text databases, current affairs magazines and newspapers. **The use of WIKIPEDIA online encyclopaedia is not allowed because of the anonymous authors.** You must use the [American Psychological Association (APA)](http://www.apa.org) referencing system to acknowledge your sources of information (both in-text and as a reference list at the end).

Regarding the business report format, you must include an Executive Summary, Contents with page number, Introduction, Company Information (company background with brief history description, product range, organisational structure/design etc), Entrepreneurial Leader Information (characteristics of leader, job title, job description, leadership style/skills/theories being observed and applied by the leader etc), Entrepreneurial Process (critical incidents involved in each process step), Major Company Issues, Recommendations (solution for the major issues with the application of knowledge of entrepreneurial leadership), Conclusion and Reference List. The **3,000 word limit includes all sections except the Executive Summary (maximum ONE page), Contents Page and the Reference List at the end of the report.** The report is due on **Week 10 (19 October 2010).** The report must conform to the guidelines for written assessments detailed in this unit outline. This assessment must also conform to rigorous academic standards, especially with regards to referencing.

**Assessment 3: Final Examination (50% - 2 Hour Duration)**

The final examination covers everything that has been taught in the course. There are four questions. You only have to answer **three (3) questions.** Question 1 is a case study which is compulsory. You have to answer the remaining two (2) questions from Question 2 to 4. These four essay questions require the application of theory and research to workplace scenarios. You have to answer three questions.

The final exam will take place in Week 13 (9 November 2010) during regular class time. You will have two hours to write the exam, plus 10 minutes reading time at the beginning of the exam.

The final exam must be taken when scheduled. The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at: [http://www.reg.mq.edu.au/Forms/APSCons.pdf](http://www.reg.mq.edu.au/Forms/APSCons.pdf)
Critical Pass: Besides having to pass this unit overall (i.e. achieving a final mark of minimum 50 out of 100 points), students must also pass the final exam in order to pass this unit. Hence students must achieve a minimum of 20 out of 40 maximal points for the final exam (regardless of the mark achieved for the other assessments). Students failing to meet this requirement will be awarded an F grade and will be required to repeat the unit. Furthermore, they will be given a final mark commensurate with their final exam in percentage of the critical pass mark of 50. In other words, their final mark will be the mark achieved in the final exam only in percentage of the critical pass, and will then not include the other assessment marks.

For example, a student who achieved 45 out of 60 for the other assessments and 15 out of 40 for the final exam should score an overall of 60 marks (45+15 = 60). However, he/she would not have achieved the critical pass mark of 20 out of 40 in terms of the final exam. This student would hence fail the unit based on the critical pass mark and would be assigned an F grade and 37.5% (15/40*100) as his/her final mark. So please avoid this situation yourself by studying hard - study on a regular basis throughout the semester in order to be well prepared for the final examination.

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. Students should also note that supplementary exams are subject to a more rigorous marking procedure owing to the benefit of extra study time for the student.

Assignment presentation and submission
All ICMS812 assignments submitted for assessment must adhere to the following standards.

1. Plagiarism. All assignments are to be entirely your own individual work if it is a designated Individual Assignment.

2. Cover Page. For each of the four assignments, use a cover (or title) page that provides the following information:
   (a) your full name and student number;
   (b) contact details: email address
   (c) unit code and name (ICMS812 – Entrepreneurial Leadership);
   (d) assignment number and assignment title;
   (e) an exact word count—not a guess or approximation—of the number of words in the body of your assignment. (Use Word’s Tools menu and click on Word Count.)

3. Presentation of Assignments. Assignments should meet normal academic and professional standards of presentation, including:
   (a) all pages, excluding the cover page, should be numbered;
   (b) page margins should be at least 2.5 cms on all four edges and 1.5 line spaced;
   (c) assignments should be free of typographical & grammatical errors;
   (d) Time New Roman font type and font size of 12 points should be used.
(e) APA referencing system should be used.

4. Submission Procedures. Each assignment should be submitted to the lecturer in hard copy during the class time in the due week. Softcopy of the assignment has to be sent via email to the lecturer on the same day. Special arrangement has to be made for late submission.

5. Late Submissions. Late submissions will incur penalties. The standard penalty is a deduction at the rate of 10% of the assignment’s maximum mark for each day late. All requests for extensions must be in writing, fully documented, and be received before the due date. Requests for late submission are generally only acceptable on formal, “certifiable” medical grounds. However, if you have a problem please talk to your lecturer as early as possible. Generally speaking, late submissions attract a significant penalty.

6. Feedback. We will endeavour to mark with marking guides and return assignments within 10 days of the due date so that you can benefit from the feedback.

**PLAGIARISM**

The University defines plagiarism in its rules: “Plagiarism involves using the work of another person and presenting it as one’s own”. Plagiarism is a serious breach of the University’s rules and carries significant penalties. You must read the University’s practices and procedures on plagiarism. These can be found here: http://www.student.mq.edu.au/plagiarism/

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in unit, and/or referral to the University Discipline Committee.

**STUDENT SUPPORT SERVICES**

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at http://www.student.mq.edu.au/.

**WEEKLY READINGS**

**Week 1** : Introduction to the Course and the Concept of Entrepreneurial Leadership

Reading: (Title with * is the compulsory item to be read)


**Week 2: Understanding Leadership Theories (I)**

Reading: (Title with * is the compulsory item to be read)


**Week 3: Understanding Leadership Theories (II)**

Reading: (Title with * is the compulsory item to be read)


**Week 4: The Gift of Dreaming (I): Virtues & Values, Relationships and culture**

(Guest lecturer: Mr. Darryl Courtney-O’Connor)

No Readings

**Week 5: The Gift of Dreaming (II): Beliefs, Strategy and Vision**

(Guest lecturer: Mr. Darryl Courtney-O’Connor)

No Readings

**Week 6: Leadership vs Entrepreneurship**

Reading: (Title with * is the compulsory item to be read)


**Week 7:: Leading with Innovation – What Leaders Need to Know**

**Reading:** (Title with * is the compulsory item to be read)


**Mid-Semester Break (18 Sept - 4 Oct, 2010)**

*Week 8:* No Readings (Industry Visit)

*Week 9:* Entrepreneurial Leadership Process: Corporate Entrepreneurship

Reading: (Title with * is the compulsory item to be read)


*Week 10:* Developing Entrepreneurial Leadership Skills
**Reading:** (Title with * is the compulsory item to be read)


**Week 11:** Challenges for Entrepreneurial Leadership in Organisation and Revision

**Reading:** (Title with * is the compulsory item to be read)


**Week 12:** No Readings (Group Presentation)

**Week 13:** Final Examination
RECOMMENDED READINGS


**GRADERS**

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG). On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit. The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark.

The International College of Management Sydney is a leading educator in hotel management, tourism and associated service industries. To encourage a spirit of excellence in personal appearance as part of our education program, preparing graduates for careers in service industries, the College expects all staff and students to conform to a professional level of dress while on College premises.

The College has a mandatory dress code for all its undergraduate students which Masters students are asked to respect. Below is the dress code that currently applies:

<table>
<thead>
<tr>
<th>Female acceptable</th>
<th>Male acceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Coordinated business suit</td>
<td>- Business suit</td>
</tr>
<tr>
<td>- Skirts knee length and below</td>
<td>- Business pants with shirt or high neck long sleeve top</td>
</tr>
<tr>
<td>- Make up simple and natural</td>
<td>- Polo neck tops</td>
</tr>
<tr>
<td>- Panty hose are not compulsory but recommended</td>
<td>- Conventional haircut above the collar</td>
</tr>
<tr>
<td>- Boots only with business pants</td>
<td>- Long hair in one ponytail</td>
</tr>
<tr>
<td>- Business like shoes</td>
<td>- Trimmed and clean beards or moustaches</td>
</tr>
<tr>
<td>- Business skirt or pants with shirt or high neck long sleeve top</td>
<td>- Business like shoes preferred however ankle boots permitted</td>
</tr>
<tr>
<td>- Jumpers and vests over shirt/top</td>
<td>- Jumpers and vests over shirt/top</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Female not acceptable</th>
<th>Male not acceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Any denim</td>
<td>- Any denim</td>
</tr>
<tr>
<td>- Open toe, platform or sports shoes</td>
<td>- Open toe, platform or sports shoes</td>
</tr>
<tr>
<td>- Wearing visible earrings or studs apart from on ear lobes</td>
<td>- Wearing visible earrings, studs, necklaces</td>
</tr>
<tr>
<td>- Visible tattoos</td>
<td>- Visible tattoos</td>
</tr>
<tr>
<td>- T-shirts</td>
<td>- T-shirts</td>
</tr>
<tr>
<td>- Revealing necklines</td>
<td>- Extreme hair colours or styles</td>
</tr>
<tr>
<td>- Extreme hair colours or styles</td>
<td>- Rings on thumb or index finger</td>
</tr>
<tr>
<td>- Stirrup pants</td>
<td></td>
</tr>
<tr>
<td>- Midriff tops</td>
<td></td>
</tr>
</tbody>
</table>

All students taking MIB and MCom units at the International Campus are expected to abide by the dress code while attending classes or elsewhere on the Campus, including the computer laboratories or the Courtyard Café. Please note that the Pollard Resource Centre is free of dress rules.

**Students who do not respect the dress code may be asked to leave the campus.**

The College reserves the right to determine whether specific items of dress are within the code or not.

*Thank you for being part of our great College community. Not just an education! An experience!*