SCHOOL OF MANAGEMENT AND MARKETING

MGMT341
International & Comparative Employment Relations

SUBJECT OUTLINE
Wollongong Campus
Spring 2006

6 Credit Points

LECTURE: TUESDAY 10:30-12:30
Building 35 Room G45

SUBJECT COORDINATOR/LECTURER : Professor Mary Barrett
TELEPHONE : 42214991
EMAIL : mbarrett@uow.edu.au
OFFICE : 40.152
CONSULTATION TIMES : Tuesday 1.30-3.00 pm and Wednesday 1.30-3.00 pm
Subject Description

This subject integrates traditional industrial relations and human resource management approaches, to focus on the ‘global shifts’ in industry that are transforming employment relations structures and practices in many countries. It reviews the debates linking these with national competitiveness.

Student Objectives

On successful completion of this subject, the student should be able to:

1. identify and explain similarities in a range of HRM policies and practices in a number of countries
2. identify and understand major variables in the functioning of IR systems and HR policies in a number of countries
3. explain how different mixes of these variables produce different outcomes
4. apply comparative perspectives to debates concerning reform of industrial relations systems and HR policies
5. critically evaluate IR policies at the macro level and HR policies at the firm level, and the interaction between the two.

Tertiary Literacies

In the achievement of these learning objectives, the following tertiary literacies are regarded as central to the subject:

1. a commitment to continued and independent learning, critical intellectual development and creativity
2. an ability to logically analyse issues and consider different options and viewpoints in implementing decisions
3. a capacity for, and an understanding of, teamwork
4. self-confidence combined with oral and written communication skills of a high level.

Required Texts


Each student will need to purchase or have regular access to these texts. Copies will be available in the Commerce Resource Room and the Reserve section of the library.

MGMT341 Readings, available on MGMT341 WebCT site.

Recommended Reading


A copy of each of the above texts is held in the Closed Reserve Section of the UOW Library. The chapters identified as set readings are available as WebCT electronic readings for MGMT341.

**Relevant Journals**

- Academy of Management Journal, 658.005/10 + electronic
- Columbia Journal of World Business, 382/39 + electronic
- European Management Journal, electronic
- Human Resource Management, 658.3/158 + electronic
- Human Resource Planning, electronic
- International Journal of Human Resource Management, electronic
- Journal of International Business Studies, 382.1/51
- Management International Review, 658/278 + electronic
- Research in Organizational Behaviour158.7/81
- Strategic Management Journal 658.4/213

This is not an exhaustive list of references. Students should also use the library catalogue and databases to locate additional resources.

**Useful Websites**

- [www.cia.gov](http://www.cia.gov)
  The World Fact Book is updated regularly and contains much useful information on country specific demographics, economics, employment relations, and political issues.

- [www.eiro.cuorfound.ie](http://www.eiro.cuorfound.ie)
  European Industrial Relations Observatory On-Line – contains substantial information on European developments in industrial relations on an EU, country and sectoral basis.

- [www.europa.eu.ie](http://www.europa.eu.ie)
  European Union On-Line – contains news and information about the institutions and processes of the European Union.
www.icftu.org
International Confederation of Free Trade Unions – contains information on union issues and challenges in a globalised marketplace.

www.iolo.org
The International Labour Organization (ILO) – database on international work standards and national laws on labour, social security and human rights.

www.unctad.org/wir/index.html
United Nations Conference on Trade and Development – site of the annual World Investment Report which provides a wealth of detailed information on MNCs, FDI and the scale of mergers and amalgamations and cross-national investment.
## SECTION A: General Information

### Lecture Times
Lectures will be held on **Tuesday 10:30-12:30** Building 35 room G45

### Lecture Program

<table>
<thead>
<tr>
<th>Wk</th>
<th>Date</th>
<th>Topics Covered</th>
<th>Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>18/07/06</td>
<td>Introduction to international employment relations: conceptual frameworks</td>
<td>Dowling &amp; Welch (2004) Chapters 1 and 2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Nankervis, Chatterjee &amp; Coffee, Chapter 1</td>
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<td></td>
<td></td>
<td></td>
<td>Bamber, Lansbury &amp; Wailes, 2004, Chapter 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Multinationals and the global workforce</td>
<td>Hollinshead and Leat (1995) Chapter 1</td>
</tr>
<tr>
<td>3</td>
<td>01/08/06</td>
<td>Supporting and managing international assignments (1)</td>
<td>Dowling &amp; Welch (2004) Chapter 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HRM in China and Japan</td>
<td>Nankervis, Chatterjee &amp; Coffee, Chapters 2 &amp; 4</td>
</tr>
<tr>
<td>4</td>
<td>08/08/06</td>
<td>Supporting and managing international assignments (2)</td>
<td>Dowling &amp; Welch (2004) Chapter 4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HRM in India</td>
<td>Nankervis, Chatterjee &amp; Coffee, Chapter 3</td>
</tr>
<tr>
<td>5</td>
<td>15/08/06</td>
<td>Global IR issues</td>
<td>Hyman (2004)</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Essay due in Week 5 tutorials</strong></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>22/08/06</td>
<td>Supporting and managing international assignments (3)</td>
<td>Dowling &amp; Welch (2004) Chapter 5</td>
</tr>
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<td></td>
<td></td>
<td>Training and development</td>
<td></td>
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<tr>
<td>7</td>
<td>29/08/06</td>
<td><strong>Reading week – no lecture</strong></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>05/09/06</td>
<td>Compensation</td>
<td>Dowling &amp; Welch (2004) Chapter 6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HRM in Thailand and Vietnam</td>
<td>Nankervis, Chatterjee &amp; Coffee, Chapters 10 &amp; 11</td>
</tr>
<tr>
<td>9</td>
<td>12/09/06</td>
<td>Performance management</td>
<td>Dowling &amp; Welch Chapter 10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HRM in Singapore and Malaysia</td>
<td>Nankervis, Chatterjee &amp; Coffee, Chapters 7 &amp; 8</td>
</tr>
<tr>
<td>10</td>
<td>19/09/06</td>
<td>Re-entry and career issues</td>
<td>Dowling &amp; Welch Chapter 7</td>
</tr>
<tr>
<td>11</td>
<td>03/10/06</td>
<td>HRM in the host country context</td>
<td>Dowling &amp; Welch Chapter 8</td>
</tr>
<tr>
<td>12</td>
<td>10/10/06</td>
<td>IHRM trends and future issues</td>
<td>Dowling &amp; Welch Chapter 11</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Nankervis, Chatterjee &amp; Coffee, Chapter 12</td>
</tr>
</tbody>
</table>
13 17/10/06 Summary of key themes, exam preparation, and student survey

23/10/06 Study week

Final examinations 28/10 – 10/11/06

Tutorials

<table>
<thead>
<tr>
<th>Day</th>
<th>Start</th>
<th>Finish</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuesday</td>
<td>12:30</td>
<td>13:30</td>
<td>40.122</td>
</tr>
<tr>
<td>Tuesday</td>
<td>13:30</td>
<td>14:30</td>
<td>19.2100</td>
</tr>
<tr>
<td>Tuesday</td>
<td>14:30</td>
<td>15:30</td>
<td>19.2103</td>
</tr>
<tr>
<td>Tuesday</td>
<td>15:30</td>
<td>16:30</td>
<td>22.G22</td>
</tr>
<tr>
<td>Thursday</td>
<td>15:30</td>
<td>16:30</td>
<td>19.2103</td>
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<tr>
<td>Thursday</td>
<td>16:30</td>
<td>17:30</td>
<td>40.128</td>
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<tr>
<td>Thursday</td>
<td>17:30</td>
<td>18:30</td>
<td>19.G015</td>
</tr>
<tr>
<td>Wk</td>
<td>Date</td>
<td>Tutorial questions and activities</td>
<td></td>
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<tr>
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<td>---------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Tutorial questions and activities</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>Please prepare notes in advance of each tutorial to answer the following questions.</em></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>17/07/06</td>
<td>No formal tutorials. Subject coordinator will be available for consultation during consultation hours (see page 1).</td>
<td></td>
</tr>
</tbody>
</table>
| 2  | 24/07/06   | Comparative Theory and ER/HRM:  
What is comparative study and what is its usefulness in ER/HRM contexts? |
| 3  | 31/07/06   | In what ways would it be different working for a multinational company compared to working for a local domestic company?  
Who are the major stakeholders in the international employment relationship?  
*Select groups for Consultants' Reports in Week tutorials.*  
*Guidance on essay marking criteria will be given in Week 3 tutorials.* |
| 4  | 07/08/06   | Prepare notes on:  
Discussion question 5, p.77 of Dowling and Welch.  
Discussion question 7, p.112 of Dowling and Welch |
| 5  | 14/08/06   | How does national culture affect ER/HRM practices?  
What training would you recommend expatriates before they serve overseas?  
*Essay due in today’s tutorials*  
*Presentation bookings for Consultants’ Reports in Week 5 tutorials* |
| 6  | 21/08/06   | Consider four kinds of international assignment, and make recommendations about what training and development approaches you would recommend for each. Of these four, choose one, and make notes about how you would evaluate it. |
| 7  | 28/08/06   | **Reading Week, no classes. Do group work on Consultants’ Reports** |
| 8  | 04/09/06   | Outline some ways of achieving consistency in international compensation.  
What variables should you take into account when designing an international compensation strategy?  
*Some tutorial time will be allocated to group work on Consultants’ Reports* |
| 9  | 11/09/06   | What are some of the challenges involved in designing a performance management process in a multinational company? How does the performance appraisal interview fit within this process?  
*Some tutorial time will be allocated to group work on Consultants’ Reports* |
<p>| 10 | 18/09/06   | Presentation of Consultants’ Reports (Groups 1 &amp; 2) |
|    | 25/09/06   | <strong>Mid-session recess – one week</strong> |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>02/10/06</td>
<td>Presentation of Consultants’ Reports (Groups 3 &amp; 4)</td>
<td>Written consultants’ report due in tutorial one week after in-class presentation</td>
</tr>
<tr>
<td>09/10/06</td>
<td>Presentation of Consultants’ Reports (Groups 5 &amp; 6)</td>
<td></td>
</tr>
<tr>
<td>16/10/06</td>
<td>Consultants’ Reports and closure</td>
<td></td>
</tr>
<tr>
<td>23/10/06</td>
<td>Study recess – 1 week</td>
<td></td>
</tr>
<tr>
<td>28/10/06</td>
<td>Examinations until 10/11/06</td>
<td></td>
</tr>
</tbody>
</table>

This schedule may be subject to change.

<table>
<thead>
<tr>
<th>Tutors</th>
<th>Consultation times</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr Michael Guest</td>
<td>TBA</td>
<td>40-222</td>
</tr>
<tr>
<td>Prof Mary Barrett</td>
<td>Tues 12.30 - 3.00 pm, Wed 1.30 - 3.00 pm</td>
<td>40-152</td>
</tr>
</tbody>
</table>
## SECTION B: Assessment

<table>
<thead>
<tr>
<th>Assessment 1</th>
<th>Individual Essay [for details see Appendix]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td>Choose one from the list of three topics in the Appendix</td>
</tr>
<tr>
<td>Marking criteria</td>
<td>Critical review rather than description of the literature relevant to your topic (10%); relationship between your topic and the themes of the lectures so far this session, including demonstration of how global issues and ER/HRM are interrelated (10%); clear presentation and structure of your essay, giving attention to spelling, grammar and referencing (10%).</td>
</tr>
<tr>
<td>Length</td>
<td>1,750-2,000 words</td>
</tr>
<tr>
<td>Weighting</td>
<td>30%</td>
</tr>
<tr>
<td>Due date</td>
<td>15 August 2006</td>
</tr>
<tr>
<td>Category of assignment</td>
<td>This is a Category 3 Assignment (see definitions below).</td>
</tr>
<tr>
<td>Where assignment is to be submitted and returned</td>
<td>Submit your essay to your tutor at the start of your tutorial in Week 5. Marks will be posted on the Web in Week 7; essays will be returned at your tutorial in Week 8.</td>
</tr>
<tr>
<td></td>
<td>The ACTU Eric Derra Young Prize in Comparative Industrial Relations is awarded to the student who presents the most outstanding individual essay work in this subject. Full details of the prize are available from the School's professional officer (Elaine Rhodes, 40.177)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Assessment 2</th>
<th>Group Consultants’ Report [for details see Appendix]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td>Prepare a Brief for an Australian Company Concerning their Plans to Establish Operations in an Asia Pacific Country</td>
</tr>
</tbody>
</table>
| Marking criteria | Oral report: content (5%), delivery, creativity, active learning (10%)  
                 Written report: analysis of issues (10%), professionalism of report (5%) |
| Length       | 3,000-3,500 words (written assessment) 25 minutes (oral assessment) |
| Weighting    | 30% (15% Presentation; 15% Written Report) |
| Due date     | Presentations begin 19/09/06. Written reports due one week later |
| Category of assignment | This is a Category 2 Assignment (see definitions below). |
| Where assignment is to be submitted and returned | Presentations are delivered in tutorials beginning Week 9. Written reports are to be handed to the tutor at the start of the following week’s tutorial. Reports will be returned in the following week’s tutorial. |
Examinations

<table>
<thead>
<tr>
<th>Final Examination</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Weighting</strong></td>
<td>40%</td>
</tr>
<tr>
<td><strong>Date</strong></td>
<td>During formal examination period</td>
</tr>
<tr>
<td><strong>Time allowed</strong></td>
<td>3 hours 15 minutes</td>
</tr>
<tr>
<td><strong>Structure of paper</strong></td>
<td>10 short answer (compulsory) questions, plus 3 essays from a choice of 6 questions</td>
</tr>
</tbody>
</table>

**NOTE:** The examination format cannot be changed from that stated above without the written consent of all students enrolled in this subject.
APPENDIX

Assignment 1: Essay

Choose one of the three topics listed below. Conduct a literature search on it and then write a critical review of at least 2 refereed (ie high quality academic) journal articles and a set reading which address the topic. The set readings can be selected from those set for readings related to lectures or from the list for each topic below.

As mentioned earlier, one of the 3 articles can be from the list of specific readings for the topic (see below). Please attach a copy of your other 2 articles to assist your tutor with marking your assignment. The attached articles can be marked and notated – they don’t have to be perfect originals; their condition will not affect your grades.

Tip 1: Select your two readings carefully so that they have some relevance to the set reading you have chosen.

Tip 2: In a critical review it is expected that you should compare and contrast the 3 articles in terms of the similarities and differences in their arguments, and the relative strength of their arguments in terms of the empirical data used in their research.

Tip 3: Make sure you answer the question below, rather than just writing about the topic in a general way.

  If you are unsure how to go about finding appropriate articles, ie ones that are in academic refereed journals. Look for the ‘academy’ icon, ie the one with two pillars, to indicate a refereed article.

Tip 5: See the following URL for some general advice on what a literature review is, what its value is, and how to do one: http://www.library.cqu.edu.au/tutorials/litreviewpages/index.htm This site is also accessible by going to ‘additional services’ on the UoW library home page, choose ‘Researchers’ then choose the second dot point under ‘Start here’ on literature reviews.

Topic 1

‘European Works Councils or similar bodies will replace unions in representing worker interests in multinational companies.’ Critically evaluate this statement in the light of 3 academic journal articles on the topic, drawing particular attention to the strengths and weaknesses of different forms of employee voice. How successful do you think work councils would be in the Australian context?

In addition to the two articles you choose yourself, you can choose one article from the following to include in your list of three articles to compare. The other articles provide useful background.


**Topic 2**

Choose one aspect of human resource management such as selection, appraisals, training, industrial relations, or occupational health and safety. Explain how cultural and/or ideological differences at a national level might affect the way in which a multinational would manage that HRM function in various countries. Review 3 academic journal articles that address this issue.

In addition to the two articles you choose yourself, you can choose one article from the following to include in your list of three articles to compare. The other article provides useful background.


**Topic 3**

‘There is a commonly held, but erroneous view, that expatriation to a foreign culture is more difficult than repatriation to the home culture.’ (L. Elphinstone) Do you agree or disagree with this statement? Explain your reasons in the light of current research on expatriation and repatriation.

In addition to the two articles you choose yourself, you can choose one article from the following to include in your list of three articles to compare. The other article provides useful background.


**Assignment 2: Consultants’ Report**

Form groups of 4 or 5, depending on the number of students in your tutorial group. Your brief is to prepare a report for a large Australian or overseas manufacturing or services company on the feasibility of extending its operations to a major city in the Asia Pacific region (outside Australia and excluding the USA). The company and city you choose must be agreed with your tutor before you proceed with your investigations. If the company chosen is not Australian, please indicate what contacts or sources of information you have for it. Each group must research a different city (and preferably a different country).
Your brief is to identify and explain the labour market and the employment relations issues in that chosen city, with the purpose of drawing the attention of senior management to significant factors that might influence their expansion strategy. Your report should identify five key issues that might affect the way senior management would need to conduct/change their HRM processes in this potential labour market.

The report will be in two formats. Firstly, your group will present its findings and recommendations to other members of your tutorial group, who will play the role of senior managers of your chosen company. These managers will question and critique your findings. Be prepared to establish your credibility with these managers by showing them your research methods, your sources, and the reasons behind your findings. Your report can be up to 25 minutes in length, including set-up and discussion time.

This presentation is worth 15% of your final grade, and will be based on content issues (5%) and delivery processes 10%. Delivery processes include group dynamics, use of visual aids, creativity, class involvement in active learning and time management. Your group should prepare a one-page handout summarising your five key issues to give to each member of the senior management team.

Secondly, your group is to write a report (worth 15% of your final grade) identifying and analysing the potential impact of the five key issues on the Australian or overseas company’s HRM/ER operations in that major city. Include references where appropriate to establish your credibility as a group of employment relations research consultants. You will be marked on analysis of HRM/ER issues (10%) and professionalism of the final report (5%).

Groups will be formalised in tutorials in Week 3; groups will book their presentation dates during tutorials in Week 5. Some time will be allowed in following tutorials for groups to work on their briefing reports.

The rationale behind group work in this subject is to allow you to experience the challenges of working in cross cultural groups which have been established in order to achieve organisationally defined goals, much as you would experience in working in international teams in a multinational company. Each group member will receive the same mark for the group work, unless group members choose to write a dissenting report, separate to that turned in by the group. Reasons for the dissention would need to be addressed in such a minority report.

Final Examination

The purpose of the final exam is to facilitate a summary of major themes that have been covered in this subject. Part A will contain 10 compulsory questions which require short answers. Part B will contain 6 questions covering broad themes and will be similar to those questions discussed during tutorials 1-8, and your essay topics. There will also be a question relating to your consultants’ reports. You will be asked to answer 3 of these 6 questions in essay format. You will be expected to be able to identify and explain issues in HRM policies and practices in multinational companies, including as these relate to the countries discussed in the subject.
SECTION C: Rules, Codes of Practice & Policies

C1 University Policies

Information on the following University Policies can be found at the websites below:

| Ethical objection by students to the use of animal & animal products in coursework subjects | http://www.uow.edu.au/about/policy/ethicalobjectionanimals.html |
| Non Discriminatory Language – practice and presentation* | http://staff.uow.edu.au/eed/nondiscrimlanguage.html |

* see brief explanation of policy below.

C1.1 Non-discriminatory Language

The Faculty of Commerce supports the University’s policy on the use of non-discriminatory language. It is the responsibility of students to ensure that they understand and abide by this policy. The policy is available at:

http://staff.uow.edu.au/eed/nondiscrimlanguage.html
C1.2 Attendance Requirements

This is a six credit-point subject. You should note that each credit point has an implied minimum workload of two hours per week (this include class attendance).

C1.3 Performance Level

In line with University grading regulations, the grades of performance in this subject are as follows:

Grades of performance for 100, 200, 300 and 400 level subjects

The approved grades of performance and associated ranges of marks for 100, 200, 300 and 400 level subjects are as follows:

Satisfactory completion:

- High Distinction ............................................. 85% to 100%
- Distinction .................................................. 75% to 84%
- Credit ...................................................... 65% to 74%
- Pass ....................................................... 50% to 64%
- Pass Restricted (for 100 & 200 Level subjects only) or
  Pass Conceded

 Unsatisfactory completion:

- Fail ............................................................. 0% to 44%

Grades of performance for 800 and 900 level subjects

The approved grades of performance and associated ranges of marks for 800 and 900 level subjects (except for research subjects) are as follows:

Satisfactory completion:

- High Distinction ............................................. 85% to 100%
- Distinction .................................................. 75% to 84%
- Credit ...................................................... 65% to 74%
- Pass ....................................................... 50% to 64%

 Unsatisfactory completion:

- Fail ............................................................. 0% to 49%

To be eligible to pass this subject, students must achieve at least 45% on the final examination.

C1.4 Assignment Categories

Collaboration between students during the preparation of semester assignments or case studies is only permitted dependent upon the category of assignment declared by the subject coordinator and as printed in the Subject Outline.

Category 1 – Take Home Exams: No collaboration of any kind is permitted between students or anyone else during formation and preparation of the contents of the student submission.
Category 2 – Group Assignments: Collaboration is permitted between students in the same group but not with students in other groups.

Category 3 – Individual Assignments: Collaboration is permitted between students only in the form of general discussion pertaining to relevant concepts or potential issues to be dealt with in completing the assignment. However, collaboration must not proceed to the point where it contributes directly to the final submission produced by the student. Joint planning of the actual contents of a student’s submission is not permitted. Where the assignment requires formulation of a set of recommendations, a problem solution, or a specific course of action, collaboration is not permitted during their formulation. Needless to say, collaboration is not permitted during the actual preparation and writing of the student submission.

Category 4 – Open Assignments: Collaboration with other students is permitted, subject to the normal rules governing plagiarism. That is, direct use of ideas contributed by others must be acknowledged.

C1.5 Scaling

It is the policy of the School of Management & Marketing that marks awarded for any assignment, any part of an assignment or examination during the semester may be subject to moderation or scaling at the end of the semester. Where moderation or scaling takes place, it will follow a detailed consideration of the student’s marks.

C1.6 Special Consideration Policy

The Faculty of Commerce recognises that it has a responsibility to ensure equity and consistency across its subjects for all students. Sometimes, in exceptional circumstances, students need to apply for special consideration in order to complete all assessable work.

The University applies strict criteria to the granting of special consideration. Before applying for special consideration students should carefully read the University’s policy. The policy can be found at:


C1.7 Student Academic Grievance Policy

The Faculty of Commerce aims to provide a fair, equitable and productive learning environment for all its students. The Student Academic Grievance Policy seeks to support the achievement of this goal by providing a transparent and consistent process for resolving student academic grievances.

Any student who has a grievance over a result should obtain a Faculty of Commerce Appeal of Assessment Form from the Schools or the Sub-Dean’s Unit. The student has TWENTY ONE (21) DAYS after the release of the examination results to complete this form. The student should firstly take the form to the marker/lecturer to discuss the matter and, if the student is still not satisfied, s/he should take the next step as outlined on the form.

Once the grievance has been considered by the Faculty, if the student still feels the situation has not been fully resolved s/he may consult the Dean of Students. However, the Dean of Students can have no input into the academic judgement of the lecturer and can only review the grievance to ensure proper procedure has been followed.
For more information, please consult the policy in full at


**C1.8 Online Learning**

A WebCT Vista site has been set up for this subject which can be accessed through the following URL: http://www.uow.edu.au/student/e-learning. Students must have a Unix account and a password to use this Online Learning resource. [Delete if not applicable]

**C1.9 Submitting Assessment Work**

Assessed work is a piece of work required to be done (not under examination conditions) as part of the subject and to be given a percentage mark, with the mark to count as part of the final mark for the subject.

Assessed work must be handed in by the date and time given. Assessed work handed in late may be penalised by the deduction of 10% of the mark received for the assignment per 24 hours of the weekday or part thereof. The operation of this rule will not result in a negative mark to be carried forward. This penalty for late submission may be waived upon presentation of a medical certificate of illness for a relevant period, or upon evidence of a serious and utterly exceptional crisis.

Assessed work not handed in on time must nevertheless be completed within fourteen (14) days to a satisfactory standard. Failure to complete ALL assessed work will result in FAILURE OF THE ENTIRE SUBJECT, other marks notwithstanding.

Students who enrol late in a subject, may be permitted to submit assessed work for the award of mark according to a schedule determined by the lecturer, clauses (a) and (b) notwithstanding.

All assessed work must represent ORIGINAL work and must not be submitted for more than one subject at the University.

If a student does not attend a mid-session examination, and also fails to produce satisfactory medical or other reasons for this, a deferred examination will NOT be offered, and the student may be deemed to have failed the subject, other marks notwithstanding.

There will be no re-submission of failed work and assignments.

Assessment tasks which are relevant to the final examination for the subject will be marked and available for collection prior to the study week before the final examination.

A Faculty of Commerce assignment cover sheet must be attached to each piece of written assessment. This cover sheet can be obtained from the website:


**C1.10 Participation/Contribution to tutorials**

Students can fail the subject unless they attend 75% of tutorials in the subject. Attendance will be formally recorded by the tutor/lecturer. This may be waived upon presentation of a medical certificate of illness for a relevant period, or upon evidence of a serious and utterly exceptional crisis.
C2 Faxing Assessment Work

Students may not e-mail or fax assignments unless specifically requested by or with the approval of the subject coordinator.

C2.1 Plagiarism

Plagiarism means using the ideas of someone else without giving them proper credit. For example, that someone else may be an author, critic, journalist, artist, composer, lecturer, tutor or another student. Unintentional plagiarism can result if you don't understand and use the acceptable scholarly methods of acknowledgement. Whether plagiarism is deliberate or unintentional, the University may impose penalties, which can be very severe. When it is desirable, or necessary, to use other people's material, take care to include appropriate references and attribution. **Plagiarism will not be tolerated and has led to expulsion from the University.**

Students should visit the following University website and become familiar with the University’s policy on Plagiarism.


C2.2 Referencing

**Why do you need to reference?**

At University it is necessary to acknowledge the sources of information and ideas that you have incorporated in your assignments. Failure to do this thoroughly may result in accusations of plagiarism: this is the academic equivalent of stealing (because by not acknowledging someone else's work, you are presenting it as your own). Plagiarism is taken very seriously by the University and may result in expulsion from the University.

Referencing is not only about acknowledging other people's work: accurate referencing and lists of references are beneficial when researching a topic as they allow the reader to follow up information and read further into the area. In a sense, references provide readers with clues to help them explore different avenues of a topic. This aspect of referencing will become more valuable to you as you progress in your studies.

There is a correct procedure that must be followed when referencing and using footnotes. Not complying with these set techniques and format will most likely result in loss of marks. When writing an essay it is easiest to reference as you go, making sure you are writing down all relevant information. This will save hours trying to find the source again in the library.

C2.3 The Harvard System of Referencing

The Faculty of Commerce uses the Harvard system of referencing. This system makes use of short references within the body of the text. It is supplemented by a detailed list of references at the end of the text, which provides all the information necessary to find the source material. In-text references include the author and year of publication, and where necessary the page number(s).

*It is the responsibility of students to ensure that they are familiar with the Harvard system of referencing and that they use it accurately in all written work submitted.*

Students should consult the following University Library website for a detailed explanation and examples of the Harvard system of referencing.

C2.4 Citation of Electronic Sources

It is necessary for students to reference all sources used in their written work, including file transfer protocol sites, worldwide web sites, telnet sites, synchronous communications (MOOs, MUDs, IRC, etc.) GOPHER sites, and email, Listserv and Newsgroup citations.

*It is the responsibility of students to ensure that they are familiar with the accepted Faculty of Commerce practice for referencing electronic material and that they use it accurately in all written work submitted.*

Students should consult the following University Library website for a detailed explanation and examples of how to reference electronic material.


C2.5 Support Services and Facilities

**Learning Resource Centre**

Learning Development offers a range of free services to all enrolled students who wish to improve their academic or English language skills. There are a range of workshops available including; essay writing and editing; reading for assignments; grammar; presentation skills; pronunciation and exam preparation.

For information on language and academic skills workshops, or to make appointments for consultations, please visit the Learning Resource Centre (LRC), Building 19, Ground Floor, Room G102, or Phone 02 4221 3977. For further information visit the website:


C2.6 Faculty Librarians

Each faculty has a Faculty Librarian who is available to help with research related enquiries. Research Help Desk staff are also available in the Library to assist with research needs.

The Faculty Librarians for Commerce can be contacted as follows:

email: lib_commerce@uow.edu.au
telephone: 42 213078

C2.7 Disability Liaison Officer

The Disability Liaison Officer (DLO) can provide advice on how particular disabilities affect university study and information on resources available at the University for assisting students with disabilities. Students commencing courses are advised to contact the Disability Liaison Officer prior to the beginning of their first session of study.

For further information on services offered, consult the Disability Services website or contact the office.

web address: http://www.uow.edu.au/student/services/ds/
telephone: 42 213445
fax: 42 215667
C2.8 Faculty Disability Advisers

Faculty Disability Advisers are academic staff who provide assistance and support to students with disabilities within their Faculty and act as an intermediary between the student and the Faculty's academic and general staff. They provide support, educational advice and referral to appropriate staff on issues related to teaching and learning within the Faculty and the University. Students are advised to communicate specific information about the ways in which their disability affects learning to the Faculty Disability Adviser as soon as possible after enrolment.

The Faculty of Commerce Disability Adviser is Mr. Ron Perrin. Mr Perrin can be contacted as follows:

Office location: Building 40, room 224
email address: ron_perrin@uow.edu.au
telephone: 42 214118

C2.9 Woolyungah Indigenous Centre

Woolyungah Indigenous Centre (WIC) provides academic and personal support for Aboriginal & Torres Strait Islander and other indigenous students. The Centre also runs an Indigenous Specific Orientation Program for students who gain entry to the University through the alternative admissions program.

For further information on services offered, consult the Aboriginal Education Centre website or contact the office.

Centre location: Building 30
web address: http://www.uow.edu.au/aec/
telephone: 42 213563
fax: 42 214244