SCHOOL OF MANAGEMENT AND MARKETING

MGMT911
Organisational Behaviour

SUBJECT OUTLINE
Wollongong Campus
Spring 2006

6 Credit Points

TUESDAY, 14.30–17.30
Building 21 Room 105

COORDINATOR/LECTURER : Dr Karin Garrety
OFFICE : 40.134
TELEPHONE : (02) 4221 3565
EMAIL : karin@uow.edu.au
CONSULTATION HOURS : Tuesday 11.30–12.30; 13.30–14.30
                           Friday 10.30–12.30
                           Other times by appointment
**Subject Description**

This subject presents and discusses major theories and concepts in organisational behaviour, with a view to using this knowledge to enhance management and leadership skills. The main topics for discussion include: diversity, communication, conflict, motivation, job design, groups, teamwork, culture, leadership, decision making, power, politics and ethics. There will be emphasis on case study analysis and skill development exercises.

**Subject Objectives**

The objectives of this subject are to:

1. Discuss, analyse and critically evaluate major concepts, theories and research findings in the field of organisational behaviour.
2. Identify and describe how knowledge about organisational behaviour is applied in practice in relation to individuals, groups and the overall organisation.
3. Apply, discuss and critically evaluate concepts, theories and research findings in the field of organisational behaviour in the context of case studies and skill building exercises based on personal experience and simulated organisational situations.

**Tertiary Literacies**

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

1. Coherent and extensive knowledge of major concepts, theories and research findings in the field of organisational behaviour, appropriate ethical standards and relevant professional skills
2. Self-confidence combined with oral and written communication skills of a high level
3. A capacity for, and understanding of, teamwork
4. An ability to logically analyse issues, consider different options and viewpoints and implement decisions

**Required Texts**


**Recommended Reading**


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

Lectures will be held on **Tuesday** 14.30 -17.30  Room 105, Building 21

## Lecture/Seminar 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</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>25/07/06</td>
<td>Management in different cultures</td>
<td>G. Hofstede, 1993, 'Cultural constraints in management theories', <em>Academy of Management Executive</em>, 7: 81 (available through library databases)</td>
</tr>
<tr>
<td>3</td>
<td>01/08/06</td>
<td>The nature of managerial work</td>
<td>H. Mintzberg, 'Managerial work: Analysis from observation' in Mainiero &amp; Tromley p. 3</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>D. M. McGregor, ‘The human side of enterprise’ in Mainiero &amp; Tromley p. 11</td>
</tr>
<tr>
<td>4</td>
<td>08/08/06</td>
<td>Interpersonal relations, communication and conflict</td>
<td>G. L. Lippitt, ‘Managing conflict in today’s organizations’ in M&amp;T, p. 42</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>J. L. Gabarro &amp; J. P. Kotter, ‘Managing your boss’ in M&amp;T, p. 47</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>J. F. Veiga, ‘Face your subordinates now!’ in M&amp;T p. 52</td>
</tr>
<tr>
<td>5</td>
<td>15/08/06</td>
<td>Motivation, job design and performance</td>
<td>F. Herzberg, ‘One more time: How do you motivate employees?’ M&amp;T, p. 86</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>J. R. Hackman, ‘Designing work for individuals and groups’ in M&amp;T p. 94</td>
</tr>
<tr>
<td>6</td>
<td>22/08/06</td>
<td>Leadership and decision-making</td>
<td>V. H. Vroom, ‘Two decades of research on participation: Beyond buzz words and management fads’ in M&amp;T p. 141</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>B. M. Bass, ‘Leadership: Good, better, best’ in M&amp;T p. 146</td>
</tr>
<tr>
<td>7</td>
<td>29/08/06</td>
<td>Reading Week, no classes</td>
<td>D. Kipnis et al. ‘Patterns of managerial influence’ in M&amp;T p. 182</td>
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<td></td>
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<td></td>
<td>R. M. Kanter ‘Power failure in management circuits’ in M&amp;T p. 187</td>
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<td></td>
<td></td>
<td></td>
<td>G. R. Salanick &amp; J. Pfeffer, ‘Who gets power and how they hold onto it’ in M&amp;T p. 195</td>
</tr>
<tr>
<td>Week</td>
<td>Date</td>
<td>Topic</td>
<td>Reading</td>
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<tr>
<td>8</td>
<td>05/09/06</td>
<td>Power and Politics</td>
<td>Student presentations: Kipnis et al &amp; Kanter</td>
</tr>
</tbody>
</table>
| 9    | 12/09/06 | Group dynamics               | Student presentations: Maier & Feldman | N. R. F. Maier, ‘Assets and liabilities in group problem solving’ in M&T p. 233  
D. C. Feldman, ‘The development and enforcement of group norms’ in M&T p. 243 |
| 10   | 19/09/06 | Intergroup dynamics          | Student presentations: Brown & Sherif | L. D. Brown, ‘Managing conflict among groups’ in M&T p. 269  
M. Sherif, ‘Experiments in group conflict’ in M&T p. 276 |
|      | 26/09/06 | Mid-session recess – one week |                          |       |
| 11   | 03/10/06 | Organisation design, evolution and culture. | Student presentations: Greiner and Sathe | L. E. Greiner, ‘Evolution and revolution as organisations grow’ in M&T p. 322  
V. Sathe, ‘Implications of corporate culture’ in M&T p. 329 |
| 12   | 10/10/06 | Careers and stress          | Student presentations: Dalton et al. and Glicken & Janka | G. W. Dalton et al. ‘The four stages of professional careers’ in M&T p. 370  
M. D. Glicken & K. Janka, ‘Executives under fire: the burnout syndrome’ in M&T p. 390 |
|      | 17/10/06 | Diversity, ethics, international issues and corporate social responsibility. | Student presentations: Nielsen & Cox | R. P. Nielsen, ‘Changing unethical organisational behaviour’ in M&T p. 430  
T. Cox, Jr. ‘The Multicultural Organization’, in Mainiero & Tromley p. 422 |
|      | 24/10/06 | Study recess – 1 week        |                          |       |
|      | 28/10/06 | Examinations until 10/11/06  |                          |       |

This schedule may be subject to change.
SECTION B: Assessment

<table>
<thead>
<tr>
<th>Assessment 1</th>
<th>Individual assignment [for details see Appendix]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td>Assignment 1</td>
</tr>
<tr>
<td>Marking criteria</td>
<td>The degree to which the answers demonstrate understanding of the concepts and theories covered in the readings and discussed in class</td>
</tr>
<tr>
<td></td>
<td>The ability to make links between theories and concepts on one hand, and ‘real’ or fictional organisational situations on the other</td>
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<tr>
<td></td>
<td>The comprehensiveness of answers</td>
</tr>
<tr>
<td></td>
<td>Presentation – spelling, sentence structure, grammar, punctuation, paragraphs and correct citations where appropriate</td>
</tr>
<tr>
<td>Length</td>
<td>800–1500 words</td>
</tr>
<tr>
<td>Weighting</td>
<td>10%</td>
</tr>
<tr>
<td>Due date</td>
<td>22 August 2006 (Week 6)</td>
</tr>
<tr>
<td>Category of assignment</td>
<td>This is a Category 3 (individual) assignment. See definitions below.</td>
</tr>
<tr>
<td>Where assignment is to be submitted and returned</td>
<td>The assignment is to be submitted to Dr Karin Garrety during class in Week 6. It may be submitted later the same day (until 5pm) by prior arrangement to Dr Garrety in room 40.134 or to the School administrative staff. Make sure you use a cover sheet and obtain a signed receipt.</td>
</tr>
<tr>
<td></td>
<td>Assignments will be returned in Week 8. Uncollected assignments will be retained by Dr Garrety, and can be collected from room 40.134 during consultation times or by prior arrangement.</td>
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<table>
<thead>
<tr>
<th>Assessment 2</th>
<th>Individual assignment [for details see Appendix]</th>
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</thead>
<tbody>
<tr>
<td>Title</td>
<td>Assignment 2</td>
</tr>
<tr>
<td>Marking criteria</td>
<td>The degree to which the answers demonstrate understanding of the concepts and theories covered in the readings and discussed in class</td>
</tr>
<tr>
<td></td>
<td>The ability to make links between theories and concepts on one hand, and ‘real’ or fictional organisational situations on the other</td>
</tr>
<tr>
<td></td>
<td>The comprehensiveness of answers</td>
</tr>
<tr>
<td></td>
<td>Presentation – spelling, sentence structure, grammar, punctuation, paragraphs and correct citations where appropriate</td>
</tr>
<tr>
<td>Length</td>
<td>1500–3000 words</td>
</tr>
<tr>
<td>Weighting</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Due date</strong></td>
<td>10 October 2006 (Week 12)</td>
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<td>-------------</td>
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</tr>
<tr>
<td><strong>Category of assignment</strong></td>
<td>This is a Category 3 (individual) assignment. See definitions below.</td>
</tr>
<tr>
<td><strong>Where assignment is to be submitted and returned</strong></td>
<td>The assignment is to be submitted to Dr Karin Garrety during class in Week 12. It may be submitted later the same day (until 5pm) by prior arrangement to Dr Garrety in room 40.134 or to the School administrative staff. Make sure you use a cover sheet and obtain a signed receipt. Assignments will be returned in Week 13. Uncollected assignments will be retained by Dr Garrety, and can be collected from room 40.134 during consultation times or by prior arrangement.</td>
</tr>
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<table>
<thead>
<tr>
<th><strong>Assessment 3</strong></th>
<th>Presentation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
<td>Presentation</td>
</tr>
<tr>
<td><strong>Marking criteria</strong></td>
<td>Marks will be comprised of an individual component (5%) and a group component (10%). Two weeks prior to the presentation, students will fill out a work contract outlining common and individual tasks. Each student and the lecturer will receive a copy. After the presentation, students will write a confidential comment on their contracts, assessing the degree to which students within the group, themselves included, fulfilled the agreed tasks. These sheets are to be handed to the lecturer within a week of the presentation. The individual mark for each student will be a combination of (a) an assessment by the lecturer, informed by peer evaluation, of the degree to which each student contributed to the joint effort of preparing the presentation, and (b) an assessment of the student's presentation skills. These include clarity of speech, eye contact, body positioning and ability to engage the class. The group component will be based on: - The degree to which the presentation gives an accurate, comprehensive and succinct account of the main points covered in the reading that has been assigned or chosen for presentation Quality of subsidiary questions – authors’ backgrounds, evaluation of article, implications for management practice etc (see Appendix for details) Evidence of teamwork and unity of theme. Quality of visual aids.</td>
</tr>
<tr>
<td><strong>Length</strong></td>
<td>30 to 40 minutes</td>
</tr>
<tr>
<td><strong>Weighting</strong></td>
<td>15%</td>
</tr>
<tr>
<td><strong>Due date</strong></td>
<td>15 August 2006 (week 5) to 17 October (Week 13). The timetable will be finalised during the first 3 weeks of session</td>
</tr>
<tr>
<td><strong>Category of assignment</strong></td>
<td>This is a Category 2 (group) assignment. See definitions below.</td>
</tr>
</tbody>
</table>
Where assignment is to be submitted and returned

Students will receive marks for their presentations within two weeks of presenting

Examinations

<table>
<thead>
<tr>
<th>Final Examination</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Weighting</strong></td>
</tr>
<tr>
<td><strong>Date</strong></td>
</tr>
<tr>
<td><strong>Time allowed</strong></td>
</tr>
<tr>
<td><strong>Structure of paper</strong></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 (Due week 6)

Choose ONE of the following exercises:

1. Managerial roles (Chapter 1). This exercise is suitable for students who currently work as managers, or who have recently done so. Read the article by Minzberg. Provide a brief description of your job and complete the questions on p. 26 of the textbook, using Minzberg’s roles in your answers.

2. Interpersonal Relations, communication and conflict. (Chapter 2). Read the Bob Knowlton case study (pp. 67–71) and answer the questions on p. 71.

3. Motivation, job design and performance (Chapter 3). Write up the job diagnosis and redesign exercise that was done in class in week 5. Briefly describe the job that was examined and analyse it according to the questions in Parts I to III (pp. 110–115). Answer the discussion questions on p. 115

Format

Assignments should be double spaced and written in a formal style. Students must acknowledge all sources of information, including web-sites. Check section C for information on correct referencing and the university policy on Acknowledgement Practice. The university has a strong policy on plagiarism. Students who fail to acknowledge sources of information correctly may be charged with plagiarism, which can result in substantial deductions in marks. ‘Forgetting’ or ignorance of correct acknowledgement practices are not acceptable as explanations for failing to acknowledge sources correctly.

Assignment 2 (Due week 12)

Choose TWO of the following exercises. NB. You must choose exercises from chapters OTHER THAN the chapter from which you chose (or were assigned) an article for presentation.

1. Leadership (Chapter 4). Read the case study ‘the Man who killed Braniff’ (pp. 163- 170) and answer the discussion questions on p. 170.

2. Power & Politics (Chapter 5). Choose a movie in which there is at least one power struggle. (There are many of these. Some suggestions are: - A Few Good Men, Lord of the Flies, Erin Brockovich, The Bank, Braveheart). Describe the power struggle (or one of the main struggles) depicted in the movie. What influence tactics and sources of power did the combatants use? Who won? Why?

3. Group dynamics (Chapter 6). Complete the memo exercise ‘Assessing your team’ for chapter 6. This exercise is on p. 477 of the textbook.
4. Intergroup Dynamics (Chapter 7). This option is based on a class exercise to be conducted in Week 10. Instructions will be handed out in class.


**Format**

As for assignment 1

**Assignment 3 (Due weeks 5 -13)**

This assignment will be done in pairs or small groups, depending on the size of the class. The textbook for this subject contains many classic articles from the field of organisational behaviour. During Weeks 1 to 3, students will choose (or be assigned) one of these articles to present to the class. The lecture/seminar timetable on p. 3–4 of this outline indicates the articles to be covered, and the weeks during which the presentations will take place.

All students will be expected to read the articles to be presented before coming to class. The presentation is an opportunity to re-iterate and discuss the main points, to give some background about the author(s) and to discuss the implications of the ideas contained in the article.

In your presentation, you should cover the following: -

1. **Briefly** tell us about the author(s). Many are famous management theorists, and there will be information about them on the web. Don’t forget to acknowledge your sources of information. If you can’t find information about your author(s), skip this step.

2. Outline the **main** arguments made by the author(s). How do(es) the author(s) build their argument(s)? What evidence is used? (Case studies? Surveys? Literature review?)

3. Did you find the article convincing? Can you find any flaws in the argument and/or methods? Are there important factors that the author(s) have ignored, or not taken sufficient note of?

4. Does the article make a significant contribution to knowledge about organisational behaviour? How can managers make use of this knowledge in the workplace?
SECTION C: Rules, Codes of Practice & Policies

C1  University Policies

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

<table>
<thead>
<tr>
<th>Policy</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethical objection by students to the use of animal &amp; animal</td>
<td><a href="http://www.uow.edu.au/about/policy/ethicalobjectionanimals.html">http://www.uow.edu.au/about/policy/ethicalobjectionanimals.html</a></td>
</tr>
<tr>
<td>products in coursework subjects</td>
<td></td>
</tr>
<tr>
<td>Non Discriminatory Language – practice and presentation*</td>
<td><a href="http://staff.uow.edu.au/eed/nondiscrimlanguage.html">http://staff.uow.edu.au/eed/nondiscrimlanguage.html</a></td>
</tr>
</tbody>
</table>

* 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/eeo/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