HRM386 - International Dimensions of Human Resource Management

Session 1 2014
Faculty of Business
School of Management and Marketing
Yangzhou University
Internal Mode
Subject Coordinator   Jay Myers

Subject Overview

Welcome to a new session of study at Charles Sturt University. This subject outline is accessible through mobile devices from http://m.csu.edu.au.

This subject critically examines the activities and policies of human resource management in the context of international business operations. In particular, it explores how human resource management is practiced in multinationals. It also identifies trends and future challenges that are likely to have an impact on international human resource management

Your subject coordinator

Jay Myers

Teaching staff

Li Huanzhang lihuanzhang@263.net

Other teaching staff

Li Huanzhang lihuanzhang@263.net

Learning outcomes

On successful completion of this subject, students will

- be able to explain the role of staffing international operations for sustaining international business

- be able to identify and analyse key issues affecting recruitment and selection for international assignments

- be able to discuss the issues relating to training and developing expatriates for international assignments

- be able to explain the complexities that arise when organisations move from compensation at the domestic level to compensation in an international context

- be able to discuss the key issues in international industrial relations and the policies and practices of multinationals

- be able to list the dimensions to international business operations that need to be considered when designing an effective performance management system in the multi-national context

- be able to identify and appraise trends and future challenges that are likely to have an impact on international human resource management

Attendance

Your attendance at the CSU intensive classes is highly recommended.

Contact Procedures

Academic enquiries

Any questions concerning the teaching of this subject can be made by contacting your subject coordinator.

Subject Coordinator   Jay Myers
Email   jmyers@csu.edu.au
Phone   To be advised.
Fax   To be advised.
Campus   Other
Building/Room number   To be advised.

Consultation procedures

Your CSU lecturer will be available to discuss matters relating to the subject during the CSU teaching period. Details will be advised at the start of teaching.At other times, please contact your local lecturer.

Minimum standards of consultation

According to the Academic Communication with Students Policy, section 4.1 Minimum Requirements (http://www.csu.edu.au/acad_sec/academic-manual/docs/p8.pdf), when a student directly contacts a teaching staff member for information, advice and/or support (except in online teaching spaces) the teaching staff member will respond to the request within 3 working days. Section 4.5 Use of Online Discussion and Communication Technologies states that for each subject, the Subject Coordinator will be expected to set up and/or activate an appropriate asynchronous communication technology and respond at least once a week to student messages that request information and advice.

The Academic Communication with Higher Degree by Research (HDR) Candidates Policy (http://csu.edu.au/acad_sec/academic-manual/docs/n2.pdf) states that a Communication Plan, a documented agreement between a HDR candidate and his/her supervisory team that establishes common understandings and expectations of how and when communication will occur during the candidature will be developed. The Plan should then be reviewed regularly throughout candidature.

Contact procedures

The CSU lecturer for this subject will advised closer to the start of the teaching period.

Teaching staff enquiries

Li Huanzhang lihuanzhang@263.net

Other teaching staff enquiries

Teaching staff consultation procedures

The CSU Lecturer will be available for student consultation during the two week intensive teaching period. Details will be provided in the first class. At other times, please contact your local teacher.

Other teaching staff consultation procedures

Li Huanzhang lihuanzhang@263.net

Subject Delivery

Class/tutorial times and location

If you are enrolled in an internal offering of this subject, details of your timetable can be found here:

http://student.csu.edu.au/study/study-essentials/timetable

However, if you are enrolled in a distance offering of the subject, this timetable will not apply.

Important: It is essential that you keep checking the website for the latest class information. The timetable will continue to change until the second week of teaching session, and it is important to monitor the timetable website regularly.

Learning, teaching and support strategies

This subject is offered internally by your university. The materials that you will be using have been produced by Charles Sturt University. You will have access to:

- Intensive lectures, plus tutorials and individual consultation time provided by experienced CSU academic staff
- A local instructor, who will deliver face to face revision lectures
- A study guide and accompanying readings

- A textbook
- Online library resources, through the CSU Library

The main learning strategies will be active reading, note taking and exercises from the resources provided and from the prescribed textbook.

A suggested approach is to first consult the Study Guide to determine the objectives and content of

each topic, read and make notes from the relevant textbook chapters, attend and participate in your lectures and tutorials, and make consolidated notes for study.

Subject Content
This subject examines aspects of human resource management in an international context, focusing on multinational operations. Topics include: staffing, recruitment and selection, training and development, compensation and industrial relations.

Schedule
To be advised in the first class of the CSU teaching period.

Residential school
There is no residential school for this subject.

Text and Learning Materials

Prescribed text(s)
Dowling, P., Festing, M., Engle, A. Sr, 2008 International Human Resource Management. 5th ed. South Melbourne, Cengage.

Recommended reading / resources
Gerhart, B., & Fang, M. (2005). National culture and human resource management: Assumptions and evidence. International Journal of Human Resource Management, 16(6), 971-986.

Harvey, M., Novicevic, M., & Speier, C. (2000). Strategic global human resource management: The role of inpatriate managers. Human Resource Management Review, 10(2), 153-175/

Hofstede, G. (1983). The cultural relativity of organisational practices and theories. Journal of International Business Studies, 14(2), 75-89.

Perkins, S., & Shortland, S. (2006). Strategic international human resource management: Choices and consequences in multinational people management (2nd ed.). London: Kogan Page.

Bonache, J., Brewster, C.. & Suutari, V. (2001). Expatriation: A developing research agenda. Thunderbird International Business Review. 43(1), 3-20.

May, M., & Wong, L. (2001). Internationalising Japanese expatriate managers'. Management Learning. 32(2), 237-351.

Scullion, H., & Collings, D. (Eds.). (2006). Global staffing. London and New York: Routledge.

Christensen, C., & Harzing, A-W. Expatriate failure: Time to abandon the concept? Career Development International, 9(7), 616-626.

Harris, H., & Brewster, C. (1999). The coffee machine: How international selection really works. International Journal of Human Resource Management, 10(3), 488-500.

Karimer, M., Wayne, S., & Jaworski, R. (2001). Sources of support and expatriate performance: The

Mediating Role of Expatriate Adjustment. Personnel Psychology, 54, 71-92.

Bebchuck, L., & Fried, J. (2004). Pay without performance: The unfulfilled promise of executive compensation. Cambridge: MA: Harvard University Press.

Festing, M., Eidems J., & Royer, S. (2007 April). Strategic issues and local constraints in transnational compensation strategies: An analysis of cultural, institutional and political influences. European Management Journal, 25(2), 118-131

Pomeroy, A. (2007). Executive Briefing: Global Pay for Performance. HR Magazine, 51(4) 18.

Littrell, L., & Salas, E. (2005). A review of cross cultural training: Best practices, guidelines, and research needs. Human Resource Development Review, 4(3), 305-334.

Metcalfe, B., & Rees, C. (2005). Theorizing advances in international human resource development. Human Resource Development International, 8(4), 449-465.

Stahl, G., & Bjorkman, I. (Eds.). (2006). Handbook of Research in International Human Resource Management. Cheltenham: Edward Elgar.

Bamber, G., Lansbury, R., & Wailes, N. (2004). International and comparative employment relations. (4th ed.). London: Sage.

Katz, H., & Darbishire, O. (2000). Converging divergences. Ithaca, NY: ILR Press.

Shen, J. (2007). Labour disputes and their resolution in China. Oxford: Chandos Publishing.

Cascio, W. (2006). Global performance management systems. In G. Stahl & I Bjorkman (Eds.), Handbook of Research in International Human Resource Management. Cheltenham: Edward Elgar.

Shay, J., & Baack, S. (2004). Expatriate assignment, adjustment, and effectiveness: An empirical examination of the big picture. Journal of International Business Studies, 35, 216-232.

Shih, H., Chiang, Y., & Kim, I. (2005). Expatriate performance management from MNEs of different national origins. International Journal of Manpower,. 26(2), 157-176.

Cascio, W. (2006). Decency means more than "always low prices": A comparison of Costco to Wal-Mart's Sam's Club. Academy of Management Perspective, 20(3), 26-37

Ghemawat, P. (2006). Business, society, and the Wal-Mart effect. Academy of management Perspectives, 20(4), 23-34

Suder, G. (2006). Corporate strategies under international terrorism and adversity. Cheltenham: Edward Elgar.

Useful IHRM websites

http://www.shrm.org/
This is the (US) Society for Human Resource Management (SHRM) home page list of international HR websites.

http://www.shrmglobal.org/
Homepage of the Institute for International HR, a division of the Society for Human Resource Management (SHRM). This home page is valuable in details of the International Human Resource Management Reference Guide, mentioned later in this Appendix.

www.worldatwork.org
Home page of WorldatWork, a US-based total rewards professional association. This organization offers a certification for Global Remuneration Professional (GRP).

www.astd.org
Home page for the American Society for Training and Development (ASTD).

www.hrps.org
Home page for the (US) Human Resource Planning Society, based in New York City, New York.

http://www.aibworld.net/
The Academy of International Business home page.

www.emeraldinsight.com/
Emerald publishes a wide range of management and library and information services journals. The electronic databases allow instant access to the latest research and global thinking.

http://www.ihrim.org/
The International Association for Human Resource Information Management (IHRIM).

http://www.ipma-hr.org/
Home page of the International Personnel Management Association (IPMA), a professional association for public personnel professionals, primarily those who work in federal, state or local government. The page includes a list of useful HRM sites around the world.

www.cipd.co.uk/default.cipd
Home page of the Chartered Institute of Personnel and Development, UK.

http://www.workindex.com/
A search engine (based at Cornell University) targeting work and HR-related websites.

http://www.fedee.com/index.shtml
The Federation of European Employers.

http://www.eurunion.org/
The US site of the European Union.

http://ciber.msu.edu/
The World Wide Web server of the Center for International Business Education and Research (CIBER) at Michigan State University.

www.mgmt.purdue.edu/centers/ciber
Another of the Centers for International Business Education and Research.

http://www.ita.doc.gov
This site is produced and maintained by the International Trade Administration, US Department of Commerce.

http://www.windhamint.com/
GMAC Global Relocation Service provides information about international relocation and expatriate management.

http://www.meridianglobal.com
Meridian Resources website is designed to help pre-departure training for expatriates.

http://www.expat-repat.com/
ExpatRepat provides coaching for expatriate performance in international assignments.

http://www.ilo.org/
International Labour Organization.

http://www.ey.com/global/content.nsf/uk/institute_for_global_mobility
The Ernst & Young Institute for Global Mobility.

http://www.erc.org/

Employee Relocation Council's website provides information about international relocation and expatriate management.

http://www.fedworld.gov/
Fedworld information network hosted by the US Department of Commerce.

http://www.livingabroad.com/
Magazine for expatriates.

http://www.expatforum.com/
Site aimed at expatriates, with a chat line.

http://www.unctad.org/
United Nations Conference on Trade and Development.

http://www.transparency.org/
Transparency International's Corruption Index – ranks 102 countries on perceived level of corruption.

http://www.towers.com
Towers Perrin is a global human resource consulting and administration firm. It claims to help organizations manage their investment in people to achieve measurable financial performance improvements.

http://www.eiro.eurofound.ie/
The European Industrial Relations Observatory online.

http://www.eiu.com/
The Economist Intelligence Unit.

http://ethics.sandiego.edu
The site provides both simple and concept definitions and complex analysis of ethics, original treaties and sophisticated search engine capability; covers ethical theory and application.

http://commerce.depaul.edu/ethics/
Has many valuable ethics and professional resources.

http://www.eben-net.org
The European Business Ethics Network, EBEN, is an International network dedicated to the promotion of business ethics in European private industry, public sector, voluntary organizations and academia. It provides links to many other relevant websites.

Other resources
The Institute for International Human Resources, a division of the Society for Human Resource Management produces a Reference Guide that is updated regularly. It lists resource organizations, expatriate policies, embassy listings and websites.

It contains a glossary of terms used in IHRM, classified and alphabetically grouped into six major HRM functional areas: Management Practices, Employment, Training and Development, Employee and External Relations, Compensation and Benefits, and Other HRM (e.g. travel).

Assessment Information

Introduction to assessment
It is recommended that your name and your student number be included in the header or footer of every page of any assignment.

Pass Requirements
In this subject a student must attain a minimum passing standard of at least 50% overall unless otherwise specified. The student must obtain at least 50% in both the overall total mark and the examination.

Grades

Final grades for this subject are awarded by the Business Faculty Assessment Committee in accordance with the University's Assessment Regulations. (See current Academic Regulations via http://www.csu.edu.au/acad_sec/academic-manual/docs/g1.pdf).
Grading Scale

Your final grade for the subject as a whole will be based on the grading scale outlined in the CSU Assessment Regulations.
HD High Distinction 85% - 100%
An outstanding level of achievement in relation to the assessment process.
DI Distinction 75% - 84%
A high level of achievement in relation to the assessment process.
CR Credit 65% - 74%
A better than satisfactory level of achievement in relation to the assessment process.
PS Pass 50% - 64%
A satisfactory level of achievement in relation to the assessment process.
FL Fail 0 - 49%
An unsatisfactory level of achievement.
The percentages specified above should be viewed only as guidelines for the award of final grades.

Assessment Requirements

Assessment at CSU is criterion-referenced and standards-based where students' work is assessed against stated criteria that reflect the expected learning outcomes of the course and subject. Subjects that use a satisfactory/unsatisfactory grading scale will have this clearly identified within the Subject Outline.

For further information please consult the Academic Regulations of the Academic Manual
http://www.csu.edu.au/acad_sec/academic-manual/gcontm.htm

Presentation

Presentation

1. Answer the question set, keep to the topic and include all relevant issues.

2. Go beyond what other people have said on the topic. Express their ideas in your own words but add your own ideas and opinions. To do this you need to analyse and criticise ideas where appropriate and argue your point of view. Support your arguments and opinions with referencing.

3. Show that you have consulted a reasonable range of books and journals.

4. Be clear and concise in your expression paying particular attention to sentence structure. Put yourself in the reader's position and ask 'Is the meaning clear?'

5. Include a separate synopsis of your paper and a separate conclusion.

6. Pay attention to the rules of writing in relation to paragraphing, punctuation and spelling.

7. Acknowledge the sources of both direct quotes, ideas of others and background information by the use of appropriate references.

8. Attach a reference list of the books and journal articles used in the assignment.

9. Adhere to the word or page limit. If an assignment 'turns out' much longer than required, rewrite it concisely. Marks will be deducted from essays which exceed the limit excessively.

10. For further advice on assignment writing refer to:

• Anderson et al. (1970). *Thesis and assignment writing.* Sydney: Wiley.
• Clanchy, J., & Ballard, B. (1983). *Essay writing for students.* Longman.

Plagiarism

Charles Sturt University expects that the work of its students and staff will uphold the values of academic honesty and integrity. The Guide to Avoiding Plagiarism is located at: http://student.csu.edu.au/study/plagiarism. This is an important resource that will help you understand these values and apply them in practice. You should familiarise yourself with these requirements and ensure that all assessments submitted by you are your own work, have not been submitted elsewhere and comply with the University's requirements for academic integrity.

The University has purchased Turnitin software. This software has two functions, a pre-emptive education function which students may use to check their own work prior to submission, and a plagiarism detection function which academics may use to check the student's work for improper citation or potential plagiarism. Use by students is optional and is not a prerequisite for submission.

You are encouraged to check your work for originality prior to submission. You can register with Turnitin to create a Student Account under the CSU Turnitin Licence at http://www.turnitin.com/login_page.asp. Further information on how to use Turnitin is provided within the Guide to Avoiding Plagiarism: http://student.csu.edu.au/study/plagiarism/checking.

Extensions

Assignments should reach the University no later than the due date.

You are requested to do all in your power to meet assignment deadlines. Extensions will only be given if you face unforeseen and unavoidable problems. Extensions cannot be given towards the end of session. In this case you need to apply for an incomplete grade or course withdrawal.

If it becomes obvious that you are not going to be able to submit an assignment on time because of an unavoidable problem, you must submit your request for an extension **in writing prior to the due date**. Extensions will not be granted on or after the due date. Assignments received more than two weeks after their due dates, without an extension having been granted, will be returned with no marks awarded. Pro-rata reductions in the awarded mark (10% per working day) will be made for items received late without a granted extension.

Online Submission

The assignment must be uploaded to EASTS and handed in to your local teacher in paper form by the due date. The assignment marking guide must be attached to the paper copy of your assignment. The marking guide is available on the interact site for this subject.

Postal Submission

Under normal circumstances postal submissions will not be accepted for any of the assessments required.

Hand Delivered Submission

The assignment must be handed in to your local teacher by the due date. A copy of the assignment marking guide must be attached to the paper form of your work.

The assignment must also be uploaded in electronic form to EASTS.

Additional Submission Information

It is recommended that your name and your student number be included in the header or footer of every page of any assignment.

Faxed / Emailed Assignments

The Faculty of Business has resolved not to accept faxed or emailed assessment tasks under any circumstances.

Penalties for Late Submission

The Faculty of Business has determined that the penalty for the late submission of an assessment task (without obtaining the Subject Coordinator's approval for an extension) will be:

10% deduction per day, including weekends, of the maximum marks allocated for the assessment task, i.e. 1 day late 10% deduction, or 2 days late 20% deduction.

An example of the calculation would be:

Maximum marks allocated = 20
Penalty for one day late = 2 marks (so, a score of 18/20 becomes 16/20 and a score of 12/20 becomes 10/20).

If an assignment is due on a Friday but is not submitted until the following Tuesday, then the penalty will be four days (40% deduction or 8 marks in the example above).

Submissions more than 10 days late will be acknowledged as received but will not be marked.

Resubmission

On the recommendation of your lecturer and approval of the faculty Assessment Committee, you may be invited to submit an Additional piece of Assessment (AA) or complete an Additional Exam (AE).

Assignment Return

You should normally expect your marked assignment to be returned to you within three weeks of the due date, if your assignment was submitted on time. If an assignment is submitted on time but not returned by the return date, you should make enquiries in the first instance to your local lecturer.

Feedback

You will receive written feedback from your local lecturer. This feedback will be contained in the marking guide that you submit with the assignment.

Sample exam paper

FACULTY OF BUSINESS
SAMPLE EXAM
HRM386 INTERNATIONAL DIMENSIONS OF HUMAN RESOURCE MANAGEMENT

Question Paper MAY NOT be retained by the Candidate

WRITING DURING READING TIME IS PERMITTED ON ALL EXAMINATION MATERIALS

Subject Convenor: Chrys Gunasekara

WRITING TIME: 3 hours 10 minutes

MATERIALS SUPPLIED BY UNIVERSITY: 2 X 12 page examination answer booklet (more available on request)

MATERIALS PERMITTED IN EXAMINATION: Nil (closed book exam)

NUMBER OF QUESTIONS: Part A Essay: Answer two (2) of three (3) questions. Worth 15 marks each.

Part B Short Answer: Answer four (4) of six (6) questions. Worth 5 marks each.

VALUE: 50 % of total assessment

INSTRUCTIONS TO CANDIDATES:

1. Enter your name and student number and sign in the space provided at the bottom of this page.
2. This is a closed book examination; therefore no written material, reference books or notes will be permitted into the examination room.
3. Write your answers in the answer booklets provided. Please number your questions clearly so that it is clear which questions you have attempted.
4. In this subject a student must attain a minimum passing standard of at least 50% overall unless otherwise specified. The student must obtain at least 50% in both the overall total mark and the examination.

STUDENT NAME: …………………………………………... STUDENT NUMBER: ………………….
STUDENT SIGNATURE: ……………………………………………………………………………

PART A ESSAY QUESTIONS. ANSWER TWO (2) OF THREE (3) QUESTIONS.
Each essay question is worth 15 marks, and each essay answer should be approximately 3 pages in length

QUESTION 1
Discuss the implications of cyber terrorism for international HRM

Answer guide:
- Define cyber terrorism
- Explain risk audit areas, including in-facility emergency and disaster preparedness and in-facility security
- Explain levels of risk analysis: primary, micro, macro
- Discuss research evidence on risk management.

QUESTION 2
Is it helpful to take a completely global approach to training and development?

Answer guide:
- explain the role of training and development in international assignments
- describe elements of training and development for international assignments
- discuss local v global imperatives influencing training and development strategies.

QUESTION 3
Discuss the ways that the going rate and balance sheet approaches to international compensation could be used to reduce conflict in international operations.

Answer guide:
- Define the two approaches and describe key elements
- Identify potential sources of conflict in each approach
- Discuss how effectively potential conflicts can be managed in each approach.

PART B SHORT ANSWER. ANSWER FOUR (4) OF SIX (6) QUESTIONS.
Each short answer question is worth 5 marks, and each short answer should be approximately 1 page in length.

QUESTION 1
Are there common characteristics shared by successful international managers?

Answer guide:
- explain the myth of the international manager
- describe the elements of this myth
- discuss the evidence regarding a set of common characteristics shared by successful international managers.

QUESTION 2
In a globalised world, is there any real difference between domestic and international HRM? Discuss.

Answer guide:
- Define international HRM and explain the differences between this and domestic HRM, with examples
- Discuss the extent to which there are substantive differences between domestic and international HRM.

QUESTION 3
Is there a best practice approach to staffing international operations? Discuss.

Answer guide:
- Define the purpose and scope of international staffing
- Identify the factors that influence international staffing decisions
- Discuss whether or not there is one best way to make international staffing decisions.

QUESTION 4
What are the main objectives of international compensation policies?

Answer guide:
- describe the purpose of international compensation policies
- identify the main elements of international compensation
- discuss the objectives of international compensation, including possible goal conflicts.

QUESTION 5
What are the main elements of pre departure training?

Answer guide:
- Define pre-departure training and explain how it is related to international training and development
- Identify and define the elements of pre-departure training
- Explain some of the debates surrounding the relevance and effectiveness of this type of training.

QUESTION 6

What are the five categories of factors that should be covered in corporate risk assessment relating to international HRM? Use examples to illustrate each category.

Answer guide:

The five categories of corporate risk assessment are:

- in-facility emergency and disaster preparedness

- in-facility security

- industrial espionage, theft and sabotage

- cyberterrorism

- out-of-facility fire and travel risks.

Clear and appropriate examples must be provided to illustrate each category.

Assessment Items

Item number	Title	Type	Value	Due date*	Return date**
1	Essay	Assignment	50%	11-Apr-2014	02-May-2014
2	Final Exam	Exam	50%	07-May-2014	-

* due date is the last date for assessment items to be received at the University

** applies only to assessment items submitted by the due date

Assessment item 1

Essay
Value: 50%
Due date: 11-Apr-2014
Return date: 02-May-2014
Length: 3,000 words
Submission method options
    EASTS (online)
    Hand delivery (option applies to Internal only)

Task

Discuss and analyse:

1. the issues that MNEs encounter when staffing their international operations for sustained global growth.
2. the approaches that MNEs take to respond to those issues;
3. how MNEs recruit, select and train staff to ensure they maintain a competitive advantage in a global environment.

Use at least three multinationals as case studies to support your analysis.

It is very important to reference your work correctly. Papers that are not referenced or very poorly referenced will not pass this assignment. It is also important to use correct essay format when writing your essay. Your CSU lecturer and local teacher can advise you on this. There are also helpful resources available in the 'Resources' link on the interact site for this subject.

Rationale

Assessment Rationale

The purpose of this assignment is to strengthen your understanding and analysis of:

- the role of staffing international operations for sustaining international business
- the key issues affecting recruitment and selection for international assignments
- the issues relating to training and developing expatriates for international assignments

Marking criteria

	Mark	Fail 0-49%	Pass 50-64%	Credit 65-74%	Distinction 75-84%	High Distinction 85-100%	Comments
		Incomplete or unsatisfactory work.	Pass is awarded for work showing a satisfactory achievement of all learning outcomes and an adequate understanding of theory and application of skills.	Credit is awarded for work showing a more than satisfactory achievement of all learning outcomes and a more than adequate understanding of theory and application of skills	Distinction is awarded for work of superior quality in achieving all learning outcomes and a superior integration and understanding of theory and application of skills	High Distinction is awarded for work of outstanding quality in achieving all learning outcomes together with outstanding integration and understanding of theory and application of skills.	These comments should describe why a particular mark has been awarded for each part as well as giving advice and comments on how to improve the marks.
Understanding of staffing issues for multinationals, and importance to success in competitive global market **10 marks**							
Understanding approaches that multinationals take to respond to staffing issues **10 marks**							
Understanding of how MNE recruit, select and train staff in a global environment **10 marks**							
Ability to apply theory to example multinationals (use of							

	Mark	Fail 0-49%	Pass 50-64%	Credit 65-74%	Distinction 75-84%	High Distinction 85-100%	Comments
company example in answering the questions) **10 marks**							
Use of APA referencing **10 marks**							
Total **50 marks**							

Note: unreferenced and poorly referenced essays will not pass this assignment.

Requirements

Use essay format.

Headings may be used, sparingly. This is not a report, so do not overuse headings and do not put numbers against each section of the paper.

Use 12 point font, 1.5 line spacing.

Do not use dot points.

All information sources must be cited and referenced correctly. Provide a reference list at the end of the paper.

Assessment item 2

Final Exam
Value: 50%
Date: 07-May-2014
Duration: three (3) hours
Submission method options
       Alternative submission method

Rationale

The final exam will assess your understanding of the knowledge base in this subject, and your ability to apply this to practical cases and/or problems.

Requirements

The exam will consist of essay and short answer questions only. Short answer questions should be one page in length, per question. Essay questions should be three pages in length, per question.

Marking criteria

Your exam will be marked on the basis of:

1. Clarity and accuracy of answers

2. Correct application of subject knowledge

3. Ability to develop and present a clear, coherent argument.

4. Readability

Material provided by the University

Answer booklets (24p)

Material required by the student

Writing materials.

Support Services

Student Central

Student Central is the first point of contact for currently enrolled students to access all non-teaching services. Student Central liaises closely with Divisions and Schools to ensure the timely and accurate resolution of student enquiries.

You may direct your enquires in person to Student Central staff situated within the Learning Commons found on campus at Albury-Wodonga, Bathurst, Dubbo, Orange, and Wagga Wagga.

You may also contact Student Central through:

ask@csu.edu.au (mailto:ask@csu.edu.au)
1800 ASK CSU (1800 275 278)
Phone from outside Australia: + 61 2 6933 7507

Information on Your Library Services

Finding Information
CSU Library provides you with free access to over 600,000 books and 50,000 journals, and much more. Get an introduction to your library with the Library Orientation Toolbox (http://www.csu.edu.au/division/library/find-info/toolbox).

Primo Search
Finding the resources you need is easy with Primo Search (http://primo.unilinc.edu.au/primo_library/libweb/action/search.do?dscnt=1&dstmp=1328694476534& Search most of the Library's collections, including online resources, print publications and CSU research. Plus, you can easily place loan requests, view your current loans, and renew items online.

Online Resources
You'll find journal databases, eBook collections, and other useful online information sources listed under Key Resources (http://student.csu.edu.au/library/find-information).

eReserve
Some subject readings may be held in eReserve

(http://student.csu.edu.au/library/find-info/search-reserve). Online access is encouraged to help reduce CSU's carbon footprint, however a printed copy of eReserve subject readings can be purchased through CSU Print (http://www.csu.edu.au/division/lts/csu-print/home).

Borrowing
Your borrowing privileges depend on your enrolment. Visit Information for Students (http://student.csu.edu.au/library/help/information-for-students) to find out what you are eligible for. The Library FAQs (http://www.csu.edu.au/division/library/how-to/faq) have more information on borrowing and access to resources.

Need help?
CSU Library staff are available to answer your questions by phone, Live Chat, email, forum, or in person. See Ask a Librarian (http://student.csu.edu.au/library/contacts/ask-a-librarian) for more information.

Keep up to date with what is happening in your Library through Facebook, Twitter and our blog.

CSU Library Facebook (http://www.facebook.com/CSULibrary)   CSU Library Twitter (http://twitter.com/CSU_Library)   CSU Library Blogs (http://student.csu.edu.au/library/about-your-library/library-blog)

Academic Learning Assistance

Learning Skills provides individual, group support and materials that can assist in making your learning and understanding easier. This support is available face to face, via telephone and online, providing assistance in a range of areas such as: academic language and learning, maths and statistics, critical reading and thinking, analytical thinking, essay and report writing, avoiding plagiarism, referencing, how to do oral presentations and exam preparation.

STUDYLINK provides access to a variety of short, non-award subjects in preparation for university study. Subjects are available throughout the year through flexible, online delivery, and each is designed to help you gain confidence, skills and knowledge for your university studies.

Student Support - http://student.csu.edu.au/support

A wide range of services are provided to support your student academic experience. Services are available on campus with relevant services also available via telephone and online. Services provided include:

- Orientation
- Student mentoring
- Scholarship and financial assistance
- Counseling support and referral
- Academic appeals and legal advice referral
- Disability, welfare and equity support and referral
- Health and wellbeing
- Social and recreational activities
- Graduation
- Indigenous student support
- International student support

Residential Student Support - http://student.csu.edu.au/campus/residences/residential-advisors

The Residential Support Scheme operates across all campuses to provide for the pastoral care and welfare of residents and actively encourages student participation and involvement in all aspects of residential life. The residential community is supported and structured to provide an environment to support student academic achievement.

For assistance and initial contact go to

Student Central
Email: ask@csu.edu.au (mailto:ask@csu.edu.au) (mailto:ask@csu.edu.au)
Phone: 1800 ASK CSU (1800 275 278)
Phone from outside Australia: + 61 2 6933 7507

Academic Language and Learning Assistance

Learning Support (http://student.csu.edu.au/study) provides learning advice to individual students and student groups and materials that can assist you to develop your learning skills and understanding of the requirements of studying at university. This support is available face to face, via telephone and online, and provides assistance in a range of areas such as: academic language and learning, maths and statistics, critical reading and thinking, analytical thinking, essay and report writing, avoiding plagiarism, referencing, how to do oral presentations and exam preparation.

Studylink (http://www.csu.edu.au/student/studylink/) provides access to a variety of short, non-award subjects in preparation for university study. Subjects are available throughout the year through flexible, online delivery, and each is designed to help you gain confidence, skills and knowledge for your university studies.

Career Development
Career Development (http://student.csu.edu.au/study/careers) includes a range of services, from first through to the final year of study, which support students' self-assessment, awareness of opportunities, improvements to decision making, and gaining the necessary skills for making successful transitions post-study. This support is available face to face, via telephone and online.

Distance Education Outreach Team

Assistance for students studying by distance education with Charles Sturt University.

The DE Outreach Team is available to all CSU students studying by Distance Education.

We can assist you with:

- Your orientation to CSU and DE study;
- Study skills;
- Preparing assignments;
- Time management;
- Online learning, and
- Any other questions you may have about studying by DE at CSU.

We provide these services in a number of different ways including:

- Outreach sessions to locations around Australia including group and individual sessions;
- Advice and support via phone, email, and Skype;
- Preparing assignments;
- Online workshops;
- Regional Study Centres, and
- Online resources and social media.

Find us at:
http://student.csu.edu.au/study/de-outreach
https://www.facebook.com/DistanceEDatCSU

Policy and Procedures

University Policies and Regulations

Academic matters are defined by, and are subject to, Charles Sturt University policies and regulations. Your Subject Outline should be read in conjunction with all such academic regulations and policies, as some of these may affect the outcome of your studies.

Academic Progress Regulations

The University requires each student to progress through his or her course at a rate that will enable him or her to complete the course in a specified maximum time. This maximum time is intended to ensure the currency of the knowledge within the course and therefore professional suitability of graduates. Failure to complete within the specified maximum time shall lead to the expiry of a student's enrolment in the course. The University believes that all students have a right to know in advance of study in their course exactly what constitutes satisfactory progress in that course. To this end the University will specify a maximum completion time for each course, and will also provide support to students identified as being at risk of exclusion.

The Academic Progress Regulations policy (http://www.csu.edu.au/acad_sec/academic-manual/docs/i1.pdf) sets out the requirements and procedures for satisfactory academic progress, for the exclusion of students who fail to progress satisfactorily and for the termination of enrolment for students who fail to complete in the maximum allowed time.

Variations to Subject Outlines

Should it be necessary to change the content of the Subject Outline during a teaching session, it will be done in consultation with the Head of School and other support services of the University. You then will be notified of the changes in writing by the subject coordinator.

Variations to Assessment

Should it be necessary to vary the assessment in this subject, you will be notified in writing by the Subject Coordinator, or Subject Convenor where one is appointed. The variations to assessment include variations to the assessment tasks and/or assessment procedures for assignments, examinations and any other assessment task published in the Subject Outline. The variations will be communicated only after the Subject Coordinator or Subject Convenor has obtained approval from their Head of School. The overriding principle is that such changes will not disadvantage students and is made in accordance with the Awards, Courses and Subjects policy (Part L6.3 (http://www.csu.edu.au/acad_sec/academic-manual/docs/l6-3.pdf), Section 1.4) of the Academic Manual.

Evaluation of Subjects

It is University policy that all subjects are evaluated every time that they are offered. The University's Division of Student Learning administers the Subject Experience Survey through CSU's online evaluation system. Staff in the faculties and schools value your feedback very highly and take account of your comments when reviewing learning and teaching in each subject. If you are interested in the details of any enhancements to this subject as a result of the latest survey, please contact the subject coordinator.

Surveys for each of the subjects you are enrolled in for this session will be available for you to complete for a period of 4 weeks from the last week of the teaching session. An email message will alert you to the availability of the surveys online.

Please complete the subject evaluation by following the link:

https://ce8.connectedu.net/etw/secure/cs2/et-shib.asp?nxappid=CS2&nxmid=start

Individual subject results are reported to the subject coordinator and Heads of Schools after grades

have been submitted for each teaching session (except where subjects have one student the results are not reported to staff).

Special Consideration

Academic regulations provide for special consideration to be given if you suffer misadventure or extenuating circumstances during the session (including the examination period) which prevents you from meeting acceptable standards or deadlines.

Applications for special consideration must be submitted in writing and include supporting documentary evidence. Such applications should be sent to the Student Administration Office.

For further information about applying for special consideration please refer to Part C3 - Special Consideration Regulations (http://www.csu.edu.au/acad_sec/academic-manual/docs/c3.pdf) of the Academic Manual.

Assessment Regulations

The assessment practices of all University subjects are conducted in accordance with the University?s Assessment regulations (http://www.csu.edu.au/acad_sec/academic-manual/docs/g1.pdf).

Academic Conduct

The University expects that you, as a student, will be honest in your studies and research and that you will not do anything that will interfere with or frustrate the studies and research of other students. In particular, you are expected to:

- acknowledge the work of others in your assignments and other assessable work;
- not knowingly allow others to use your work without acknowledgment;
- report honestly the findings of your study and research; and
- use only permitted materials in examinations.

Details of expected academic conduct are provided in:

- the Student Academic Misconduct Rule (http://www.csu.edu.au/acad_sec/academic-manual/docs/g6.pdf);
- the Academic Progress regulations (http://www.csu.edu.au/acad_sec/academic-manual/icontm.htm);

Students are also expected to be responsible in the use of University facilities and resources and to abide by University rules concerning the Library and electronic resources.

- the Rule of the Library (http://www.csu.edu.au/division/library/about/policies/rule.htm); and
- the Code of Conduct for Users of Electronic Facilities (http://www.csu.edu.au/adminman/tec/PER12.rtf).

Copies of the Rule of the Library and Code of Conduct for Users of Electronic Facilities can also be obtained from the Library or the Division of Information Technology (DIT) Service Desk.

Penalties for breaching the above Rules and Code include suspension or exclusion from the University.

Students also have expectations of the University and of other students in the cooperative endeavour of studying. Details of these expectations are provided in the Student Charter (http://www.csu.edu.au/student/charter/).

Subject Outline as a Reference Document

This Subject Outline is an accurate and historical record of the curriculum and scope of your subject. University policies ([L6.3 ? 1.3.8(f)](http://www.csu.edu.au/acad_sec/academic-manual/docs/l6-3.pdf) (http://www.csu.edu.au/acad_sec/academic-manual/docs/l6-3.pdf)) require that you retain a copy of the Subject Outline for future use such as for accreditation purposes.