



Unit Guide

MGB2230

Organisational behaviour

Semester 1, 2018

Handbook link:

<http://monash.edu.au/pubs/2018handbooks/units/MGB2230.html>

The information contained in this unit guide is correct at time of publication. The University has the right to change any of the elements contained in this document at any time.

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Unit handbook information

Synopsis

Students gain an understanding of factors affecting the behaviour of people in work settings. The unit focuses on individual, group, and total organisational human factors influencing the effectiveness of organisations including: the nature of organisations in the global context; individual behaviour including perception, attitudes, values and personality, motivation and performance; group behaviour in organisations including the properties and management of groups, leaders and leadership, organisational power, influence, communication, conflict and decision making; organisational structure; organisational culture; change; the formal and informal organisation.

Mode of delivery

Peninsula (On-campus)

Workload requirements

Minimum total expected workload to achieve the learning outcomes for this unit is 144 hours per semester typically comprising a mixture of scheduled learning activities and independent study. Independent study may include associated readings, assessment and preparation for scheduled activities. The unit requires on average three/four hours of scheduled activities per week. Scheduled activities may include a combination of teacher directed learning, peer directed learning and online engagement.

Unit relationships

Prerequisites

MGB1010 or MGC1010 or MGF1010 or MGG1010 or MGP1010 or MGW1010

Prohibitions

MGC2230, MGF2111, MGG2230, MGW2230

Co-requisites

None

Chief Examiner

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Unit Coordinator(s)

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Tutor(s)

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Academic overview

Learning outcomes

The learning goals associated with this unit are to:

1. examine theories of organisational behaviour to develop fundamental knowledge of organisational behaviour as an area of management
2. analyse organisational behaviour issues from multiple workplace perspectives
3. examine how managers can use knowledge of organisational behaviour to manage individual employees and teams
4. apply theoretical organisational behaviour concepts to organisational situations using the case study method
5. demonstrate skills in evaluation and analysis of organisational behaviour concepts.

Teaching approach

- **Lecture and tutorials or problem classes**

This teaching approach provides facilitated learning, practical exploration and peer learning.

- **Case-based teaching**

This teaching approach enables the application of theoretical material to real world scenarios.

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MGB2230 is supported by a Moodle site that can be accessed through the portal at: <https://my.monash.edu.au/>. The Moodle site will provide weekly information to students as well as access to the subject discussion board.

Recording of lectures

This unit does not have lectures (or seminars in the absence of lectures) recorded. Instead the following is available to students:

Regular attendance at lectures is strongly recommended in order to maximize your learning outcomes.

Unit schedule

For units with on-campus classes, teaching activities are normally scheduled to start on the hour (teaching will commence on the hour and conclude 10 minutes prior to the scheduled end time).

Students should note that the program outlined below is a guide to the material to be covered in this unit and not a definitive statement of when that material will be covered. Specific details relating to the timing will be discussed in class.

Week	Lecture	Tutorial and Assessment Due Dates
0		No formal assessment or activities are undertaken in week 0
1	Introduction to OB	Welcome to OB <ul style="list-style-type: none">• Housekeeping and class expectations• Group formation
2	Individuality in workplaces: the role of personality	Tutorial 2: <ul style="list-style-type: none">• Find your personality type (MBTI)• Case study
3	Individuality in workplaces: perception, and attribution.	Tutorial 3: <ul style="list-style-type: none">• Stereotyping exercise• Social perception model
4	Individuality in workplaces: attitudes	Tutorial 4: <ul style="list-style-type: none">• Happy Worker exercise• Case Study

5	It's (not) about the money, money, money. Motivation at work (part 1).	<p>Tutorial 5:</p> <ul style="list-style-type: none"> • Need theories • Personal Needs profile <p><u>Groups must be finalised in tutorials this week.</u></p>
6	It's (not) about the money, money, money. Motivation at work (part 2).	<p>Tutorial 6:</p> <ul style="list-style-type: none"> • Equity and expectancy theories of motivation at work. • Cultural differences in the application of motivation theories. • Cohesion Case Study <p><u>Assignment 1 due on Friday, 5pm</u></p>
7	Emotions at work and ethics.	<p>Tutorial 7:</p> <ul style="list-style-type: none"> • part 2 of Cohesion Case Study
8	Stress and Wellbeing	<p>Tutorial 8:</p> <ul style="list-style-type: none"> • Gender Stress activity • Case Study
9	Is there an 'I' in teams?	<p>Tutorial 9:</p> <ul style="list-style-type: none"> • Team exercise and Case Study
10	With great power comes great responsibility: Power and Leadership	<p>Tutorial 10:</p> <ul style="list-style-type: none"> • National Culture and Leadership activity • Leadership Case Study <p><u>Assignment 2 due on Friday, 5pm</u></p>

11	Organisational Culture	Tutorial 11: <ul style="list-style-type: none"> Organisational culture exercise
12	Unit review	Tutorial 12: <ul style="list-style-type: none"> Unit review
	SWOT VAC	No formal assessment is undertaken SWOT VAC
	Examination period	Please note that your exams may fall on any date within the official examination period. LINK to Assessment Policy: http://policy.monash.edu.au/policy-bank/academic/education/assessment/assessment-in-coursework-policy.html

Assessment summary

Within semester assessment: 60% + Examination: 40%

Assessment task	Value	Due date
Individual Essay	25%	Friday, 13th April 2018. 5pm AEST
Group OB Newsletter	35%	11th May 2018, 5.00pm AEST
Examination 1	40%	To be advised

A student's final mark is normally the sum of the marks obtained in all of the individual assessment items in the unit.

Second marking

Where an assessment task is given a fail grade by an examiner, that piece of work will be marked again by a second examiner who will independently evaluate the work, and consult with the first marker. No student will be awarded a fail grade for an assessment task or unit without a second examiner confirming the result.

Note: Exceptions to this are individual pieces of assessment contributing 10% or less of the final mark, unless the total of such pieces exceeds 30% of the final mark.

Return of final marks

Faculty policy states that 'the final mark that a student receives for a unit will be determined by the Board of Examiners taking into account all aspects of assessment'.

The final mark for this unit will be released by the Board of Examiners on the date nominated in the Faculty Calendar. Student results will be accessible through the my.monash portal.

Exam viewing

Feedback on student performance in examinations and other end-of-semester assessment is required. The feedback should be in accordance with the University's procedures on Unit Assessment. Details of the examination script viewing arrangements set down by the Faculty of Business and Economics are available at <https://www.monash.edu/business/current-students/admin-information/policies-and-procedures/examination-feedback-procedure>

Assessment criteria

Full details relating to the assessment requirements for this unit are available on Moodle and will be discussed in class on Day One.

Assessment Criteria Grading Descriptors available at:

https://www.monash.edu/_data/assets/pdf_file/0006/801690/Assessment-in-Coursework-Units-Grading-and-Marking-Procedures.pdf

Assessment requirements

Hurdle requirements

There is a hurdle requirement in this unit.

The learning outcomes in this unit require students to demonstrate in the final summative assessment task a comprehensive understanding of the topics covered in the unit. This is demonstrated by the requirement that the student must attain a mark of at least 40% in the final summative assessment task.

A student's final mark is normally the sum of the marks obtained in all of the assessment tasks in the unit. Where a student fails the unit solely because of failure to satisfy the hurdle requirement, a mark of 48 will be returned for the unit.

Participation

Where there is group work in a unit, it is expected that students manage their groups and group tasks effectively. To do this, group members can take steps such as exchange contact details; develop a learning contract; agree on how to share work; and agree on a time and place to meet regularly. Groups should be proactive and take action if the group is experiencing difficulties. They can do this by arranging to meet the CE/Lecturer/Tutor as soon as possible so that difficulties can be resolved in a timely and productive manner.

Assessment tasks

Assessment task title: Individual Essay

Due Date: Friday, 13th April 2018. 5pm AEST

Weighting/Value: 25%

Details of Task:

This is an individual essay.

Age-related stereotypes at work refer to the beliefs people hold about the relationship between a person's age and their behaviour or ability in the workplace. Discuss the evidence for both positive and negative age-related stereotypes about older employees, and the possible consequences of such stereotypes in the workplace.

Guidelines for the essay:

- You will need to do a review of the research literature on age-related stereotypes and the relationship between these stereotypes and work performance.
- You should use the academic third person writing style as outlined in the Q Manual.
- It is important that you use peer reviewed academic journal articles for the basis of your academic discussion. You should be aiming to draw on at least 10 refereed journal articles. You need to ensure that you make it clear how the content and contribution of these articles is related to the essay question.
- No more than 2 management / OB textbooks to be used.
- **Warning!** Answers that simply reflect opinion and do not draw on the accumulated body of scientific knowledge on organisational behaviour will be penalised.

Release date: Not Applicable

Word limit: 2,500 words. The word limit excludes the reference list. Include a word count. You should not exceed this limit by +/- 10%.

Presentation requirements: Word processed in **Arial, size 12, with 1.5 line spacing**. Please ensure that you check the **grammar and spelling** in your assignment before submitting it.

Estimated return date: Within three weeks

Hurdle requirements: Not applicable.

Criteria for marking: The marking rubric for this assessment is available on Moodle

Learning objectives assessed: 1, 2, 3 and 5

Submission details: Please submit your assignment via Turnitin to obtain a report on the originality of your work. If you notice major issues where you have not referenced or quoted correctly, please correct this **prior to submission** on Friday 13th April 2018 via Moodle. It is suggested that you will need to submit through Turnitin **at least two days prior to the formal submission date**.

Do note that all **resubmissions to Turnitin** may take 24 hours to process; as such please ensure that you plan ahead of time. Turnitin is accessible via a Moodle link.

Submitting initially through Turnitin is not the formal submission. You will then need to submit your assignment via the Assignment 1 link on Moodle under the Assessment Summary section. **The submission deadline for Assignment 1 is Friday, 13th April at 5pm AEST (Australian Eastern Standard Time)**

Penalties for late lodgement: Please note that requests for extensions can only be made to the Unit Chief Examiner, Associate Professor Andrea Kirk-Brown (andrea.kirk-brown@monash.edu)

All extensions of time are required to be supported by a Special Consideration form, and late lodgement is not accepted unless accompanied with a medical certificate. For information on applying for special consideration, please visit: <http://www.monash.edu/exams/changes/special-consideration>

It is suggested that students plan to submit the assessment tasks before the due date to cover any unexpected delays that may be encountered in finalising and completing the submission. Excuses such as those relating to computer breakdowns and losing a USB/hard-disk, are **NOT** acceptable. Students are expected and advised to save multiple copies of their work across a number of mediums (hard disk, laptop or desktop, and in the cloud).

A maximum penalty of **ten per cent** of the total mark allocated to this assessment will be deducted for each day that it is late. Students should note that a weekend is two days and will be treated as such when penalties are calculated. After ten days, late assignments will be accepted but will not be given a mark.

A zero mark will be returned for non-lodgement of assignment.

Assessment coversheet: Coversheet is available on Moodle.

Additional information: An online academic integrity tutorial for students is available: <http://monash.edu/library/skills/resources/tutorials/academic-integrity/>

Assessment task title: Group OB Newsletter

Due Date: 11th May 2018, 5.00pm AEST

Weighting/Value: 35%

Details of Task: This is a group assignment and you will work in groups of THREE to FOUR students.

You will have the opportunity to form groups in your tutorials in Weeks 1 and 2. Once your groups are formed, please ensure that you exchange individual contact details (Full name, student ID number, Monash e-mail addresses, telephone numbers etc), and submit a copy of your group information to your tutor.

You will need to **finalise** your groups by **Week 6**. Any students who are ungrouped will be allocated to a group in week 6, provided that they are present at the tutorial.

If you are not listed within a group known to your tutor by week 5 then it will be assumed that you do not intend to complete this assessment task.

Groups are expected to be self-managing, and everyone is expected to contribute. Do note that as this is a group assignment, no individual marks will be awarded, and each member of the group will receive the same marks when the assignment is returned. Should you face problems with non-conforming group members, please notify your tutor as soon as possible.

The aim of this assignment within the context of MGB2230 is to develop an understanding of current issues in organisational behaviour and to quickly and articulately communicate these in the context of OB theory. Additionally, students should be able to illustrate how knowledge of OB topics can be used to manage employees more effectively.

OB Team Newsletter

Your boss has assembled your team and has called upon your expertise as organisational behaviourists to put together an informative company newsletter on particular OB topics relevant to a contemporary workplace. The newsletter is aimed at informing staff, who may not have any knowledge of organisational behaviour, of topics that are relevant to current workplaces. Your newsletter can include information on **any three** of the following four topics:

-

The impact of stress on productivity and individual wellbeing

-

How to develop effective self-directed work teams

-

Workplace bullying and how to inform and protect employees

-

Personality differences in the workplace

You should aim to develop short, informative pieces of approximately 1000 words each. Each written piece should clearly identify and conceptualise the topic, explain its relevance to understanding and managing behaviour in organisations and provide clear and concise guidelines to address any issues or improve behaviour and the performance of the specific organisation. While these written pieces should be designed to inform (and even entertain if you would like them to), they should be linked to relevant theory and examples. The aim of this assignment within the context of MGB2230 is to develop an understanding of current issues in organisational behaviour and to quickly and articulately communicate these in the context of OB theory. Additionally, students should be able to illustrate how knowledge of OB topics can be used to manage employees more effectively.

Since this is a creative assignment, students have a choice as to how they would like to present their assignments. The only requirement is that the newsletter should be readable and user-friendly. Please ensure that you check the grammar and spelling in your assignment before submitting it. Further details on presentation will be provided in the tutorials.

Release date: Not Applicable

Word limit: 3,000 words

Presentation requirements: You can be creative with the presentation of this assignment, but please ensure that you check the **grammar and spelling** in your assignment before submitting it.

Estimated return date: Tutorial week 12

Hurdle requirements: Not applicable.

Criteria for marking: The marking rubric for this assessment is available on Moodle.

Learning objectives assessed: 2, 3, and 5

Submission details: Please submit your assignment via Turnitin to obtain a report on the originality of your work. If you notice major issues where you have not referenced or quoted correctly, please correct this **prior to submission** on Friday 11th May 2018 via Moodle. It is suggested that you will need to submit through Turnitin **at least two days prior to the formal submission date**.

Do note that all **resubmissions to Turnitin** may take 24 hours to process; as such please ensure that you plan ahead of time. Turnitin is accessible via a Moodle link.

Submitting initially through Turnitin is not the formal submission. You will then need to submit your assignment via the Assignment 1 link on Moodle under the Assessment Summary section. **The submission deadline for Assignment 2 is Friday 11th May 2018, 5pm AEST (Australian Eastern Standard Time).**

Penalties for late lodgement: Please note that requests for extensions can only be made to the Unit Chief Examiner, Associate Professor Andrea Kirk-Brown (andrea.kirk-brown@monash.edu)

All extensions of time are required to be supported by a Special Consideration form, and late lodgement is not accepted unless accompanied with a medical certificate. For information on applying for special consideration, please visit: <http://www.monash.edu/exams/changes/special-consideration>

It is suggested that students plan to submit the assessment tasks before the due date to cover any unexpected delays that may be encountered in finalising and completing the submission. Excuses such as those relating to computer breakdowns and losing a USB/hard-disk, are **NOT** acceptable. Students are expected and advised to save multiple copies of their work across a number of mediums (hard disk, laptop or desktop, and in the cloud).

A maximum penalty of **ten per cent** of the total mark allocated to this assessment will be deducted for each day that it is late. Students should note that a weekend is two days and will be treated as such when penalties are calculated. After ten days, late assignments will be accepted but will not be given a mark.

A zero mark will be returned for non-lodgement of assignment.

Assessment coversheet: Coversheet is available on Moodle.

Additional information: Turn-it-in will be available on the Moodle site for you to self-check your assignment for plagiarism before you submit it.

An online academic integrity tutorial for students is available: <http://monash.edu/library/skills/resources/tutorials/academic-integrity/>

Examination(s)

Title: Examination 1

Weighting: 40%

Length: 2 hours

Type (open/closed book): Closed book

Hurdle requirements (where applicable): There is a hurdle requirement in this unit.

The learning outcomes in this unit require students to demonstrate in the final summative assessment task a comprehensive understanding of the topics covered in the unit. This is demonstrated by the requirement that the student must attain a mark of at least 40% in the final summative assessment task.

A student's final mark is normally the sum of the marks obtained in all of the assessment tasks in the unit. Where a student fails the unit solely because of failure to satisfy the hurdle requirement, a mark of 48 will be returned for the unit.

Electronic devices allowed in the exam: None

Exam details: This is a **closed book exam**.

All topics taught in this unit are examinable. Topics covered in the assignments may be included in the exam.

During an exam, you must not have in your possession, a book, notes, paper, calculator, pencil case, mobile phone or other material/item which has not been authorised for the exam or specifically permitted as noted below. Any material or item on your desk, chair or person will be deemed to be in your possession. You are reminded that possession of unauthorised materials in an exam is a discipline offence under Part 7 of the Monash University (Council) Regulations.

Your exam timetable will be released in WES. It is your responsibility to check the schedule and make sure you attend the exam venue at the appropriate date and time.

Extension and penalties

Please note that extensions **cannot be granted once the due date has passed and should not be requested on the due date itself**. All applications for an extension of the time allocated to an assessment task must be made on the form available from:

<http://www.monash.edu/exams/changes/special-consideration>

You **MUST** contact your lecturer to apply for an extension on any assignment!! The form is to be submitted to the lecturer. Approval, if granted, will be in writing and will be recorded on the Faculty Assessment cover sheet accompanying the assessment task .

A maximum penalty of **10%** of the mark allocated to this assessment task will be deducted **for each day that the assessment is late**. This includes weekends. Thus Saturday and Sunday constitutes two full days. Please note that **after 10 days the assignment will automatically be graded as a zero**.

Any work not submitted by the end of Week 11 will be considered as a missed assignment.

Returning assignments

Assignments will be returned to students within approximately **two to three weeks** of the date of submission. Assignments submitted on time and those with legitimate extensions will be prioritised. Assignments submitted late without an extension will be marked and returned at the

convenience of the lecturer. Assignments submitted after **10 days** of the due date without an extension will be considered as having not been submitted and will be graded with a zero. **Any work submitted after the end of the semester will not be marked.**

Second marking.

Where an assessment task is given a fail grade by an examiner, that piece of work will be marked again by a second examiner who will independently evaluate the work, and consult with the first marker. No student will be awarded a fail grade for an assessment task or unit without a second examiner confirming the result.

Resubmission of assignments

Under **no circumstances** will students be allowed to resubmit an assignment. There is only **ONE** opportunity to submit an assignment. A submission of any assignment is considered the final submission for that particular assessment opportunity.

Referencing requirements

To build your skills in citing and referencing, and using different referencing styles, see the online tutorial Academic Integrity: Demystifying Citing and Referencing at <http://www.lib.monash.edu/tutorials/citing/>

Referencing requirements are detailed in the Q-manual. The Q Manual is a student guide for producing quality written work on time. Printed copies are available at the bookshop or students can access it from: <http://www.buseco.monash.edu.au/qmanual/qmanual.pdf>.

Assignment submission

Hard Copy Submission:

Assignments must include a cover sheet. The coversheet is accessible via the Monash portal page located at <http://my.monash.edu> under the heading 'Learning and teaching tools.'

Please keep a copy of tasks completed for your records.

There is no hard copy submission requirement for any pieces of assessment in this unit.

Online Submission:

If Electronic Submission has been approved for your unit, please submit your work via the Moodle site or other; as directed by your tutor for this unit.

Please keep a copy of tasks completed for your records.

Formal submission for both assignments one and two are through Moodle.

Please submit your assignment via Turnitin to obtain a report on the originality of your work. If you notice major issues where you have not referenced or quoted correctly, please correct this **prior to submission** via Moodle. It is suggested that you will need to submit through Turnitin **at least two days prior to the formal submission date**.

Do note that all **resubmissions to Turnitin** may take 24 hours to process; as such please ensure that you plan ahead of time. Turnitin is accessible via a Moodle link.

Submitting initially through Turnitin is not the formal submission. You will then need to submit your assignment via the Assignment 1 link on Moodle under the Assessment Summary section.

Feedback

Our feedback to you

Types of feedback you can expect to receive in this unit are:

- Formal individual feedback on assignments expressed as a letter grade
- Answers to ask questions relating to the discipline or the unit's work
- Advice about seeking additional help to develop your writing or research skills
- Informal feedback relating to class activities

Your feedback to us

One of the formal ways students have to provide feedback on teaching and their learning experience is through the Student Evaluation of Teaching and Units (SETU) survey. The feedback is anonymous and provides the Faculty with evidence of aspects that students are satisfied with and areas for improvement.

Previous student evaluations of this unit

In response to previous SETU results of this unit, the following changes have been made:

Delivery format is changed from a 2-hour lecture and 1-hour tutorial to a 1-hour lecture and 2-hour tutorial from 2016.

If you wish to view how previous students rated this unit, please go to <https://unitevaluations.connect.monash.edu.au/unitevaluations/index.jsp>

Learning resources

Monash Library Unit Reading List (if applicable to the unit): <http://monash.rl.talis.com/index.html>
Research and Learning Online: www.monash.edu/rlo

Required resources

Students generally must be able to complete the requirements of their course without the imposition of fees that are additional to the student contribution amount or tuition fees. However,

students may be charged certain incidental fees or be expected to make certain purchases to support their study. For more information about this, refer to the Higher Education Administrative Information for Providers, Chapter 18, Incidental Fees at <http://education.gov.au/help-resources-providers>

There are essential and recommended readings each week in addition to the set text. To obtain these readings please refer to the library readings lists:

<http://readinglists.lib.monash.edu/index.html>

Technological requirements

Virtual learning environment (VLE): Moodle

Material used in class together with other information of importance to you will be published online via the unit's Moodle site. In order to access information about this unit in Moodle you must be enrolled in the unit and have a valid student account with authcate username and password. Moodle can be accessed through my.monash portal by clicking on the Moodle link under "Online systems". If you need some help with Moodle then check out the Moodle Support for Students page.

Q Manual

Work submitted for assessment must be consistent with the guidelines set down in the Q Manual, which is the faculty's student guide for producing quality work on time. Copies of this manual can be purchased at the bookshop or accessed online at <http://business.monash.edu/students/study-resources/related/components/qmanual.pdf>

Prescribed text and readings

Nelson DL, Quick JC, Wright S and Adams C (2012), ORGB: Asia Pacific Edition. Australia: Cengage Learning

Recommended resources

Additional readings will be required at various times throughout the semester. Those marked as **essential** will be necessary for successfully completing the course as they are designed to replace or supplement sections of the text. Readings marked as **recommended** will not be examinable but will assist in preparation of assignments as well as developing a general understanding of the subject content. All readings additional to the text are available online through Moodle or through the Monash Library at: <http://www.lib.monash.edu.au/resourcelists/>.

Other information

Policies

Monash has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University's academic standards, and to provide advice on how they might uphold them. You can find Monash's Education Policies at:

<http://www.policy.monash.edu/policy-bank/academic/education/index.html>

Student Academic Integrity Policy

www.monash.edu/_data/assets/pdf_file/0004/801841/Student-Academic-Integrity-Policy.pdf

Special Consideration

For information on applying for special consideration, please visit: <http://www.monash.edu/exams/changes/special-consideration>

Graduate Attributes Policy

<http://www.monash.edu/policy-bank/academic/education/course-governance-and-design/course-design-policy>

Student Charter

www.monash.edu/students/policies/student-charter.html

Student Services

The University provides many different kinds of services to help you gain the most from your studies. Contact your tutor if you need advice and see the range of services available at www.monash.edu/students

You can also access important information from the Faculty of Business and Economics current students page <http://www.buseco.monash.edu.au/student/>

English Connect provide services to improve and develop your language skills with workshops and programs, including online English Connect Grammar Resources, Let's Chat conversational and oral skills group sessions, workshops on oral presentation and public speaking skills (Speaking with Confidence) and grammar for academic English (Polish Up Your Grammar). Peer Support (one on one service) runs out of the Library and is to assist you with written assignments. You can register or gain more information at <http://www.monash.edu/english-connect>

Monash University Library

The Monash University Library provides a range of services, resources and programs that enable you to save time and be more effective in your learning and research.

Go to <http://www.monash.edu/library> or the library tab in my.monash portal for more information.

Disability Support Services

Students who have a disability, ongoing medical or mental health condition are welcome to contact Disability Support Services.

Disability Support Services also support students who are carers of a person who is aged and frail or has a disability, medical condition or mental health condition.

Disability Advisers visit all Victorian campuses on a regular basis.

- Website: monash.edu/disability
- Email: disabilitysupportservices@monash.edu

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