

MACQUARIE
UNIVERSITY



FACULTY OF
BUSINESS AND ECONOMICS

Unit code: BUS860/ GSE838
Unit Name: Organisational
Change for Sustainability
First Semester, 2011

Department of Marketing & Management

**MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT GUIDE**

Year and Semester: 2011 Semester 1

Unit convenors: Prof Suzanne Benn/ Dr Troy Sarina

Prerequisites: None

Credit points: 4

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult one of the teaching staff in the unit.

ABOUT THIS UNIT

- This unit takes an interdisciplinary perspective to prepare students for implementing and managing sustainability in business and other organisations. It provides participants with the change management and organisational learning and development skills required to ensure that organisations can meet sustainability challenges such as eco-effectiveness, sustainable people management and strategic corporate social responsibility. The unit integrates concepts and techniques from organisational areas impacting on sustainability performance, including human resource management, employee and other stakeholder relations, diversity management and workforce planning, leadership and entrepreneurship. It emphasises their application in the workplace through case studies and critical comparison of change management techniques
- This unit is worth 4 credit points

TEACHING STAFF

- Lecturer: Prof Suzanne Benn
office: E8A 308 Phone:98507993 email: Suzanne.benn@mq.edu.au
Lecturers: Tim Williams 0424 607 125 email: twilliams@westpac.com.au
- Dr Tamsin Angus-Leppan Phone 0418 861 948
email: tamsin.angus-leppan@mq.edu.au

CONSULTATION TIMES

Consultation time with Suzanne Benn or Tamsin Angus-Leppan: Room 308, Mondays 3-5.30 pm, E8B

Consultation time with Tim Williams: by appointment in Consultation Room E4B-104

You are encouraged to seek help at a time that is convenient to you from a staff member teaching on this unit during their regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours. Staff will not conduct any consultations by email. You may, however, phone staff during their consultation hours.

Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

CLASSES

- Classes involve 3 hours face-to-face teaching per week consisting of 1 x 1.5 hour lecture and 1 x 1.5 hour tutorial
- The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>
- In order to maximise learning outcomes, students are expected to:
 - Attend at least 80% of classes (if you miss more than 3 sessions you will be required to show cause).
 - Participate in class workshops
 - Read compulsory readings
 - Contribute to group work & presentations
 - Complete all assessment tasks

REQUIRED TEXTS

Palmer I., Dunford, R & Akin, G (2009) *Managing Organisational Change – A multiple Perspectives Approach* 2nd ed. McGraw-Hill, New York

RECOMMENDED READINGS

Avolio, B. J., Walumbwa, F. O., & Weber, T. J. 2009. Leadership: Current theories, research, and future directions. *Annual Review of Psychology*, 60: 421-449.

Bendell J & Ng C (2008) *The Eastern Turn in Responsible Enterprise*. Available: <http://www.lifeworth.net/> accessed 3 February 2010.

Benn, S. & Bolton, D. (2011) *Key Concepts of Corporate Social Responsibility*, Sage Publications, London, Thousand Oaks

Berns, M., Townsend, A., Khayat, Z., Balagopal, B., Reeves, M., Hopkins, M., & Kruschwitz, N. 2009. The Business of Sustainability: Findings and insights from First Annual Business of Sustainability Survey and the Global Thought Leaders Research Project: MIT Sloan Management Review in collaboration with the Boston Consulting Group

- Burnes, B. (2009) Reflections: Ethics and Organisational Change – Time for a Return to Lewinian Values, *Journal of Change Management*. 9, (4): 359-383
- Burnes, B. (2005) Complexity theories and organisational change *International Journal of Management Reviews*, 7:73-90.
- Buchholz, R.A. (2004) The natural environment: Does it count? *Academy of Management Executive* 18 (2): 130-133
- Carroll A.B. (2004) Managing ethically with global stakeholders: A present and future challenge *Academy of Management Executive*, 18 (2): 114-120
- Crane C. & Matten D. (2007) *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization*, Oxford University Press, Oxford; New York.
- Doppelt, Bob (2010) *Leading Change Toward Sustainability: A Change-Management Guide for Business, Government and Civil Society* Greenleaf Publishing, Sheffield UK.
- Dunphy, D., Griffiths, A. & Benn, S. (2007) *Organisational Change for Corporate Sustainability*, 2nd edition, Routledge, London.
- Hart S.L. & Milstein M.B. (2003) Creating sustainable value, *Academy of Management Executive*, 17: 56-67.
- Lacy, P., Cooper, T., Hayward, R., & Neuberger, L. 2010. A New Era of Sustainability: UN Global Compact-Accenture.
- Plowman, D., S. Thomas, T. Beck, L. Baker, M. Kulkarni, D. Travis. (2007). The Role of Leadership in Emergent, Self-Organisation. *Leadership Quarterly*: 341-356.
- Porter M.E. & Kramer M.R. (2006) Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility. *Harvard Business Review*. 84 (12): 78-92.
- Porter, M. E., & Kramer, M. R. 2011. Creating Shared Value. *Harvard Business Review*, 89(1/2): 62-77.
- Russo, M. (2003) The emergence of sustainable industries: building on natural capital *Strategic Management Journal*, 24: 317-331.
- Tatli M. & Ozbilgin A. (2009), Understanding Diversity Managers' Role in Organizational Change: Towards a Conceptual Framework,. *Canadian Journal of Administrative Sciences*, 26:244-258
- Waddell D., Cummings T & Worley C (2007) *Organisation development & change*, South Melbourne, 3rd ed Asia Pacific.
- Wilkinson, A., Hill, M. & Gollan, P. (2001) The sustainability debate. *International Journal of Operations and Production Management* 21 (12): 1492-1502.

Useful Journals

Australasian Journal of Environmental Management

Academy of Management Review

Business & Society

Business Strategy and the Environment

California Management Review

Journal of Change Management

Journal of Organizational Change Management

Organization Studies

Organization

Organization & Environment

Organization Science

TECHNOLOGY USED AND REQUIRED

Students are required to learn how to use blackboard and Turnitin. GSE838/ BUS860 makes extensive use of Blackboard for posting readings, slides and additional material that will be useful for assignments. Marks and feedback will also be delivered via Blackboard. Turnitin will be used for submitting assignments. Access to the Internet and regular access to the unit's Blackboard website is essential in this unit.

UNIT WEB PAGE

The online support uses Blackboard, the University standard web interface for distribution of material and as part of the marking process. PDFs of the Powerpoint slides will be usually available from the website soon after each weekly lecture session. Access to this site is automatic when you enrol in GSE838/ BUS860 and uses your Macquarie University username and password. This unit requires students to submit their work using the anti-plagiarism software Turnitin.

The web page for this unit can be found at: Blackboard <http://learn.mq.edu.au>

LEARNING OUTCOMES

GSE838/ BUS860 aims to assist you in developing the knowledge, understanding and skills necessary to guide and implement change for sustainability within business and other forms of organisation.

Overall objective

To provide a foundation for implementing sustainability within organisations

Specific outcomes

1. Analyse the key elements of human and environmental sustainability which have implications for organisational decision-makers
2. Develop skills in diagnosing and implementing change
3. Distinguish between different approaches to managing change for sustainability
4. Critically compare leadership models as they apply to change for sustainability

GRADUATE CAPABILITIES

HR graduates are expected to have acquired the following 8 discipline specific capabilities upon graduation. This unit contributes to this learning by helping student develop capability number 7 below (*italicised*).

1. Understand the relevance of contemporary HR systems and functions to employment relationship and to organisational effectiveness
2. Critically evaluate the role and changing nature of government employers and employees and their representatives in the field of employment and industrial relations policy and practice.
3. An ability to enhance human capital through effective and sustainable recruitment and selection practices
4. An appreciation of key learning and cognition theories and how they link and inform effective human resources development practices
5. Critically analyse factors impacting on an organisation's capacity to successfully manage their human resources in a global context
6. Evaluation of key developments in contemporary HRM theory with the intention to inform practice and devise strategic HRM practices that enhance the operations of diverse organisations.
7. *Understand different theoretical perspectives and key principles of managing change effectively and critically assess the phenomenon of sustainability in the context of organisational change*
8. Recognise the pivotal role of managing diversity, ethics and sustainability in contemporary organisations

In addition to the discipline based learning objectives above, Macquarie University also seek to develop the following 8 generic capabilities in our graduates in order to address the challenges, and to be effective, engaged participants in their world.

1. Critical, Analytical and Integrative Thinking

2. Problem Solving and Research Capability
3. Creative and Innovative
4. Effective Communication
5. Engaged and Ethical Local and Global citizens
6. Socially and Environmentally Active and Responsible
7. Capable of Professional and Personal Judgement and Initiative
8. Commitment to Continuous Learning

TEACHING AND LEARNING STRATEGY

The face to face sessions will consist of three main activities:

- Short presentations by the convener or guest lecturers;
- Practical workshops in which students are asked to complete a task in a group activity and provide reflection on the learning from that activity;
- Discussion in groups based on advance reading or handouts given to the class

Students are expected to

- Prior to each class, read the handouts and advance readings as set out in the schedule of lectures below
- Participate in class workshops

Schedule of Lectures

| Week | Date | Topics | Assessment and Notes |
|------|------------------|--|--|
| 1 | 21 February 2011 | Module 1: Images of managing change | Advance reading: PDB chapters 1-2 |
| 2 | 28 February 2011 | Module 2: Why organisations change – sustainability as a driver | Advance reading: PDB chapter 3 |
| 3 | 7 March 2011 | Module 3: What changes in organisations | Advance reading: PDB chapters 4 |
| 4 | 14 March 2011 | Module 4: Moving to strategic sustainability | Advance reading: Handout Ch 1, Dunphy et al (2007) pp3-24 Lacy et. al. 2010 |
| 5 | 21 March 2011 | Module 5: Diagnosing change | Advance reading: PDB chapter 5 Assignment 1 due |

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|----|---------------|--|---|
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| 6 | 28 March 2011 | Module 6: Managing people and organisational relationships for change | Advance reading: PDB chapter 6 Planning session Assignment 2 |
| 7 | 4 April 2011 | Module 7: Implementing change – Organisational Development and sensemaking approaches | Advance reading: PDB chapter 7 Planning session Assignment 2 |
| | | RECESS | |
| 8 | 2 May 2011 | Module 8: Implementing change – contingency and processual models | Advance reading: PDB chapter 8 Assignment 2 Group presentations |
| 9 | 9 May 2011 | Module 9: Skills in implementing change | Advance reading: PDB chapters 10 - 11 Assignment 2 Group presentations |
| 10 | 16 May 2011 | Module 10: Leading for sustainability transformations | Advance reading: PDB chapters 9 Avolio et. al. 2009 |
| 11 | 23 May 2011 | Module 11: Leading for complexity | Advance reading: Handout Plowman et al (2007) |
| 12 | 30 May 2011 | Module 12: Making change stick | Advance reading: PDB chapter 12 |
| 13 | 6 June 2011 | | Assignment 3 due |

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

The assessment of the course has the following components:

| | Assessment Task 1 | Assessment Task 2 | Assessment Task 3 | Total |
|-------------------|--|--|---|-------|
| Title/Name | Sustainability Analysis. Individual report | Implementation of Change for Sustainability - Group Presentation | Sustainability in Organisational Practice - Individual Report | |
| Brief Description | The goal here is to allow you to explore the concept of sustainability in the context of a specific organisation. You will produce a written report of 2,500 words plus references. | The goal here is for you to develop and practice the skills of formulating a change for sustainability plan. The plan will address a particular sustainability problem faced by a specific industry sector in Australia. Teams of between 3-5 people will choose a sectoral problem to research and report from a number suggested in class. Your group will present for 15 minutes | This assessment is in the form of an individual report that applies what you have learnt about organisational change for sustainability to the case of a specific organisation in Australia. You will set out a change management plan for the organisation that utilises the Dunphy, Griffiths and Benn (2007) phase model that we have described in class. (2,000-2,500 words) | |
| Due date | 6.00 pm 21 March 2011 | 6:00pm 29 May 2011 | 6.00pm 6 June 2011 | |
| % Weighting | 20% | This project is made up of group presentation | 40% | |

| | Assessment Task 1 | Assessment Task 2 | Assessment Task 3 | Total |
|--|---|--|--|--------------|
| | | (30%) and individual contribution to the group(10%). | | |
| Grading method | “Assessment criteria” will be handed out in class | “Assessment criteria” will be handed out in class | "Assessment criteria will be handed out in class | |
| Submission method | TBA | In class | TBA | |
| Feedback | Verbal and written feedback in session 7 | Presentation will be assessed during class. Marks for individual contribution will be calculated as an average of the marks given by other group members | Written feedback by 27 June | |
| Estimated student workload (hours) | 30 hours | 40 hours | 40 hours | 110 hours |
| Learning outcomes assessed | | | | |
| 1. Analyse the key elements of human and environmental sustainability which have implications for organisational decision-makers | 10% | 5% | 5% | 20% |
| 2. Develop skills in diagnosing and implementing change | | 10% | 5% | 15% |
| 3. Distinguish between different approaches to managing change for sustainability | | 5% | 5% | 10% |

| | Assessment Task 1 | Assessment Task 2 | Assessment Task 3 | Total |
|--|-------------------|-------------------|-------------------|-------|
| 4. Critically compare leadership models as they apply to change for sustainability | | | 5% | 5% |
| Graduate capabilities assessed | | | | |
| 1. Critical, analytical and integrative thinking | | 5% | 5% | 10% |
| 2. Problem solving and research capability | 5% | 5% | 5% | 15% |
| 3. Creative and innovative | | 5% | 5% | 10% |
| 4. Effective communication | 5% | 5% | 5% | 15% |
| Total | 20% | 40% | 40% | 100% |

- **All assignments must be completed to receive a passing grade in GSE838/ BUS 860**
- The **penalty for late submission of assignments is 10% per day or part thereof**, calculated from 9:00am on the due date listed. Extensions must be requested in writing at least 1 week before due date (in normal circumstances) to Marco. All written work must comply with the GSE Guide for preparing written work. Please talk to (or email) Prof Benn about any circumstances that affect your assignments **before the due date**.
- All students must keep a clean electronic copy of their assignment.
- If you are having trouble with any aspect of GSE838/ BUS860, you should discuss the matter with either Prof Benn or Prof Taksa. If you require extensions for assignments, please do not leave it to the last moment, and please recognise that you need to provide appropriate documentation. The University provides excellent health and counselling services on-campus and also significant disability support if required.
- The Faculty and the University have important policies on student behaviour, computer usage, plagiarism and other forms of cheating. Your conduct in GSE838/ BUS860 should always be respectful of your fellow students and others involved in the unit, and the people and other species that your work affects, and should always be consistent with policies of the Faculty and the University.
- There is no exam for GSE 838/BUS860.

Assessment 1: Sustainability Needs Analysis - Individual report (20%)

Due: **6.00 pm 21 March 2011**

The goal here is to allow you to explore the concept of sustainability in the context of a specific organisation. **You will produce a written report of 2,500 words plus references.**

The assignment requires you to provide a snapshot of the state of sustainability in a particular organisation. You will make an argument concerning what aspects of sustainability are important in the context of this particular organisation and then provide a summary of how the organisation is performing against these identified sustainability priorities. Your findings should summarise the key sustainability issues and responses for that organisation. These may include: managing people, forming partnerships, environmental management and other forms of responsible management that you think will give the organisation durability and resilience. You should consider the scope and effectiveness of the organisation's response to these issues. You can obtain your information from websites and press or media reviews or comments, but you will also need to include some academic references that provide information on sustainability definitions and what sustainability means in an organisational context. Make sure you reference all electronic and other sources of information fully.

It is up to you to choose the organisation although you can discuss this with your lecturer. Your organisation could be where you are currently working, or where you have worked in the past, or it might be one where you would like to work in the future. You only have 2,500 words so it is important to be concise and to use tables and diagrams as much as possible in setting out your findings. This assignment will remain confidential between you and your lecturer.

Tips:

- Restrict your essay to the word count and condense your thoughts for a concise argument.
- Use the academic literature to support your argument for sustainability priorities
- Cite literature and reference correctly.
- Refer to and ensure that your work meets the marking criteria, to be distributed in the first few weeks of class.
- Refer to the GSE writing guide for further guidance on writing technique and recommended referencing style.

Please see the reading list for recommended texts/ articles (these are a starting point)

Assessment submission and feedback:

1. Assignments must be delivered to a point identified by Prof Benn in the first class and notified on the unit website. Your assignment **must** be submitted

with a Cover Sheet. Students **must** complete all the details on the Cover Sheet and sign the declaration regarding academic honesty that is part of the cover sheet. Late submissions will incur a penalty. You must attach a copy of the email approval or medical certificates to justify any late submission.

2. In addition, all assignments must be submitted using www.turnitin.com. Since you are submitting via turnitin you don't have to sign the declaration or include the cover sheet. **It is helpful if all students put their name in the document somewhere else (e.g. first page, footer/header) so it can be identified when printed out. If your paper cannot be clearly identified it will not receive a mark.**

Assessment 2: Implementation of Change for Sustainability - Presentation (40%)

Due: 6:00pm, 9 May 2011

The goal here is for you to develop and practice the skills of formulating a change for sustainability plan. The plan will address a particular sustainability problem faced by a specific industry sector in Australia.

The assignment requires you to collaborate with a team of your peers to develop a constructive plan to address a sectoral sustainability problem. It will help you recognise the range of sustainability challenges and how they differ across sectors. For example, you might look at the clothing and footwear industry and attempt to address some of the outsourcing problems that companies in that sector face. Or you could look at the building and construction industry and issues with greenhouse gases. You will give examples of Australian organisations in that sector and provide suggestions as to what they might do to implement sustainability, given the challenges they face.

Teams of between 3-5 people will choose a sectoral problem to research and report from a number suggested in class.

Planning sessions are set-aside in the class schedule to undertake this team assignment, although it is expected that team members will consult with each other prior to this time and undertake preparatory research for the day. Teams are expected to define and allocate individual or group tasks and facilitate and participate in their own workshop sessions. The individual's contribution to the activity will be assessed by monitoring the work on the practical planning sessions and through a group's assessment of individual contribution.

Assessment will be based on:

1. **A group presentation (15 minutes – 30%).** This doesn't mean the whole group has to present, but marks will be given to the whole group. You will:
 - briefly define the sectoral sustainability problem being addressed
 - summarise and critically assess the change management framework and processes adopted
 - identify the lessons learnt and recommend possibilities for improvement.

2. **Your individual contribution to the group** based on the other group members assessment and moderated by observation of the group activities during the planning sessions **(10%)**.

Assessment submission and feedback:

The presentation will be assessed during class. Marks for individual contribution will be calculated as an average of the marks given by the other group members.

Assessment 3: Sustainability in Organisational Practice - Individual Report (40%)

Due: 6.00pm 6 June 2011

This assessment is in the form of an individual report that applies what you have learnt about organisational change for sustainability to the case of a specific organisation in Australia. It can be the same organisation as you wrote about for Assignment 1 or another. You will set out a change management plan for the organisation that utilises the Dunphy, Griffiths and Benn (2007) phase model that we have described in class. You will attempt to classify the organisation in its current performance against the model and then make leadership and change management recommendations that would allow the organisation to progress along the model in both ecological and human sustainability. If you don't think it can progress further or if you don't think the model can be used effectively, explain why. **(2,000-2,500 words)**

Assessment submission and feedback:

1. Assignments must be delivered to a point identified by Prof Benn in the first class and notified on the unit website. Your assignment **must** be submitted with a Cover Sheet. Students **must** complete all the details on the Cover Sheet and sign the declaration regarding academic honesty that is part of the cover sheet. Late submissions will incur a penalty. You must attach a copy of the email approval or medical certificates to justify any late submission.
2. In addition, all assignments must be submitted using www.turnitin.com. Since you are submitting via Turnitin you don't have to sign the declaration or include the cover sheet. **It is helpful if all students put their name in the document somewhere else (e.g. first page, footer/header) so it can be identified when printed out. If your paper cannot be clearly identified it will not receive a mark.**

Guidelines & Tips for Assessments

Writing Guide & References

It is recommended that you refer to the Writing Guide available on the GSE web page for guidance on the presentation of written assignments, writing style and referencing techniques.

Giving Good Presentations

Giving good presentations is an important skill in a range of workplace situations. Here are some general pointers and tips for a good presentation.

- Stand up and project to audience. The audience should not have to strain to see or hear you. Sitting down is a good technique to create a relaxed atmosphere when conducting a discussion - it also puts everyone on the same footing. It is not appropriate for a talk or presentation where just one person has to be clearly seen and heard.
- Face the audience and talk to the audience. Don't turn around and talk to the screen. Overhead projectors allow you to see your overhead and point out features on it while facing the audience. Point out features on slides and overheads clearly and exactly, preferably using a pointer.
- Use visual or other materials to create and maintain interest - may be slides, zippy overheads, video, etc. Overheads must use large, clear print to be easily read. Use a map on slide or overhead to clearly locate the area you are presenting.
- Have clear direction and organisation to your talk. With limited time, you cannot afford to be repetitive. If a talk has not been carefully organised beforehand it wanders and wastes time.

Please note that talks are STRICTLY limited to the allotted time. You will not be permitted to go over time and you will be surprised how quickly that time will go if you are not superbly organised. PRACTISE and time your talk beforehand to ensure it fits the time available.

Consider the following aspects of presentations in preparing for your presentation and in evaluating those of others. They are drawn from the evaluation guide used for research student presentations in the GSE, which in turn is based on evaluation guides used by Toastmasters International.

Presentation Skills

Opening - attention-getting, leading into topic

Well organised - clear purpose and direction

Manner - direct, confident, enthusiastic

Body language - natural, purposeful, good eye contact

Language - appropriate for topic and audience

Visual aids - simple, legible, appropriate, well used

Vocal quality - pleasant, varied, appropriate volume, minimum 'ums' & 'ers'

Timing - appropriate allocation of time to different parts of talk (introduction, site description, description & evaluation of interpretive facilities, conclusion)

Questions - answered briefly but effectively

Content

- **General value** - interesting, conclusions worthwhile
- **Body of presentation** - strong in scene setting for the organisation sector, logical flow, ideas supported by facts
- **Conclusion & recommendations** - effective, based on evaluation in body of presentation,

ACADEMIC HONESTY

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Academic honesty is an integral part of the core values and principles contained in the Macquarie University Ethics Statement. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

GRADES

Macquarie University uses the following grades in coursework units of study:

HD - High Distinction
D - Distinction
CR - Credit
P - Pass
F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:

<http://www.mq.edu.au/policy/docs/grading/policy.html>

GRADING APPEALS AND FINAL EXAMINATION SCRIPT VIEWING

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandconomics.mq.edu.au/for/new_and_current_students/undergraduate/admin_central/grade_appeals.

SPECIAL CONSIDERATION

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at: http://www.mq.edu.au/policy/docs/special_consideration/procedure.html

STUDENT SUPPORT SERVICES

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

IT CONDITIONS OF USE

Access to all student computing facilities within the Faculty of Business and Economics is restricted to authorised coursework for approved units. Student ID cards must be displayed in the locations provided at all times.

Students are expected to act responsibly when utilising University IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted. Material that is not related to coursework for approved unit is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.