

**THE SCHOOL OF INDUSTRIAL RELATIONS AND
ORGANISATIONAL BEHAVIOUR**

ANNUAL REPORT 2003

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SCHOOL OF INDUSTRIAL RELATIONS AND ORGANISATIONAL BEHAVIOUR

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INTRODUCTION

1955...

The University of New South Wales has a long involvement in the teaching of Industrial Relations and Organisational Behaviour. Industrial Relations was introduced as a subject in its own right in 1955, making the then New South Wales University of Technology a pioneer in the area. At this time, Industrial Relations was taught as a part of the industrial stream of the Bachelor of Applied Psychology. The subject Industrial and Labour Relations was a full-year subject which spanned industrial relations and personnel management issues.

1957...

In 1957, the Faculty of Commerce was established and offered a Bachelor of Commerce degree with specialisations in Accountancy, Economics and Statistics. The Bachelor of Commerce (Economics) enabled students to undertake Industrial and Labour Relations as an elective. In addition, students could undertake Psychology II (Commerce), which consisted of 'the study of the individual worker and the organisations in which he works'. The subject included a segment on employer-employee relations.

1958...

The following year, the Bachelor of Commerce in Applied Psychology was introduced. The Faculty of Commerce Handbook for 1958 noted:

'The Commerce course offering specialisation in Applied Psychology is designed to provide specialist training in economics, together with a theoretical training in individual and group psychology and the skills and techniques used in applying psychology to personnel problems in industry, commerce and the public service. In the later stage of the course a detailed study will be made of personality developments and group behaviour particularly as they are related to personnel problems arising in the work situation. Industrial relations, personnel management and the human relations problems of management and industrial conflict will be included in the more advanced stage of the course.' (New South Wales University of Technology, Faculty Handbook, Faculty of Commerce, Kensington, 1958, p.23)

1959...

In 1959, the Faculty introduced the Bachelor of Commerce in Industrial Relations. The rationale for this course was described as follows:

'The term 'industrial relations' covers a wide and important field of study which is becoming increasingly specialised in character. From the point of view of commerce, industry and labour organisations there is a growing need for persons who have not only received a good general education including a thorough training in economics and statistics but who are also familiar with the legal and psychological aspects of industrial relations. The purpose of the course leading to the degree of Bachelor of Commerce with a specialisation in industrial relations is to provide a training of this type.' (The University of New South Wales, Calendar, 1959, p.268)

1961...

It appears this was the first degree in Industrial Relations offered by any Australian university. Its interdisciplinary nature has become a hallmark of Industrial Relations courses in Australia. The Bachelor of Commerce (Industrial Relations) degree was offered at both the pass and honours levels. The first honours thesis (by Brian Wallace) was submitted in 1961. John Niland (subsequently appointed the first Professor in Industrial Relations) submitted the second Honours thesis in 1963 and the first Masters thesis in 1967.

1967...

In 1967, the Department of Industrial Relations was formed. At that time it consisted of Dr John Child and Mr Bill Ford.

1972...

The first doctoral thesis was submitted by Francis Stevens (then a member of staff).

1975...

The first Chair was created in 1975 by which time the Department had grown to six. John Niland was appointed to the Chair. He edited the *Journal of Industrial Relations* between 1973 and 1990 and was president of the International Industrial Relations Research Association, organising its congress in Sydney in 1993. Having moved from

the School to serve as Dean of the Faculty of Commerce and Economics, he later became Vice-Chancellor of The University of New South Wales.

1988...

Three new members of staff were added before a merger with the Organisational Behaviour Unit, in August, to form the School of Industrial Relations and Organisational Behaviour. The teaching of Organisational Behaviour had grown from the establishment of the School of Business Administration in 1962. A Professor of Organisational Behaviour was appointed in 1970 and a Department of Organisational Behaviour formed in the same year. In 1975, the Australian Graduate School of Management (AGSM) was established and the Graduate School of Business within the Faculty of Commerce was disbanded. The Department of Behavioural Science was made a separate department and renamed the Department of Organisational Behaviour in August 1979. It was later renamed the Organisational Behaviour Unit. The new School of Industrial Relations and Organisation Behaviour drew upon its two strands to offer new programs in Human Resource Management. Professor David Plowman succeeded Professor John Niland as Head of the School in 1989. Under his stewardship the School expanded to 14 faculty staff.

1993...

In 1993, Professor Plowman was appointed Director of the Graduate School of Management, University of Western Australia and in 1994 Michael Quinlan joined the staff as Professor and Head of School.

1998...

By 1998 the School had 19 academic and 3 administrative support staff. It consolidated and restructured its course offerings to strengthen program delivery. During the year PhD enrolments rose to 25, cementing the School's position as the leading postgraduate research training unit in Industrial Relations, Human Resource Management and Organisation and Management Studies in Australia and as one of the largest in the Asia-Pacific region.

1999 ...

The School now comprised 18 academics and 3 administrative support staff. Building on research collaboration with overseas academics, many of

the staff delivered papers at international conferences and visited European and Asia institutions during the year. In addition, several scholars from England and Scandinavia visited the School. In July, Dr Allan Bordow was appointed Acting Head of School during Professor Quinlan's absence from the School on sabbatical. Dr. Philip Bohlé took up an appointment as Professor within the School in the middle of the year. In December, the School relocated to its present premises in the Rupert Myers Building.

2000 ...

Following many years of distinguished service, Dr Allan Bordow retired. Dr David Kennedy joined the School and Professor Philip Bohlé was appointed Head of School in August. The School continued to host distinguished overseas visitors (Scandinavia, UK, USA). Three students were awarded PhDs, including a staff member, Dr Carol Royal. Professor Quinlan undertook an inquiry into safety in long haul trucking for the Motor Accidents Authority of NSW.

2001...

The School introduced a Management stream in the B.Com., taught jointly with the School of International Business. It also took over the teaching of the core of the Master of Technology Management. Four students graduated with PhDs and two Large ARC grants were awarded from January, bringing to five the number of ARC grants held within the School. Dr David Morgan was appointed Associate Head of School and Drs Anne Junor and David Kennedy took up continuing appointments.

2002...

Two students were awarded PhDs, including a staff member, Dr Diane Fieldes.

2003...

In August of this year Assoc Professor Lucy Taksa took up the position of Head of School on the expiration of Professor Bohle's term.

The former Department of Industrial Relations produced annual reports between 1974 and 1987 before becoming the School of Industrial Relations and Organisational Behaviour in 1988. This is the School's seventeenth annual report.

STAFFING

The School's core academic staff consisted of:

<i>Alison Barnes</i>	BA (Hons) UNSW	Associate Lecturer
<i>Philip Bohlé</i>	BA (Macq), DipPsych, PhD (Qld)	Professor Head of School to August 14
<i>Braham Dabscheck</i>	BEC & Pol (Hons), MEd (Monash)	Associate Professor
<i>Diane Fieldes</i>	BA (Hons) (ANU), DipEd (Syd), PhD (UNSW)	Lecturer
<i>Peter Gahan</i>	BCom (Hons) (UNSW), PhD (Melb)	Senior Lecturer (On Leave)
<i>Sarah Gregson</i>	BA(Hons) (UNSW)	Lecturer
<i>Ian Hampson</i>	BA(Vic NZ), MA(Macq), PhD (W'gong)	Senior Lecturer
<i>John Holt</i>	BA(CUC), BSc(Hons)(N'castle), PhD (UNSW)	Lecturer (On Leave)
<i>Anne Junor</i>	BA (Hons), DipEd Syd, BEC (UNE) PhD (Macq)	Lecturer
<i>David Kennedy</i>	BA, Magna Cum Laude (Assumption College), MBA, MS (Mass.), MPS, PhD (Cornell)	Lecturer
<i>Julie Kimber</i>	BA (Hons) UNSW	Associate Lecturer
<i>David Morgan</i>	BA (Hons) (Flinders), PhD (Qld)	Senior Lecturer (Seconded to Faculty as Ass Dean)
<i>John O'Brien</i>	BA DipEd (Syd.), MA (Newc.), PhD (W'gong)	Senior Lecturer
<i>Loretta O'Donnell</i>	BA(Hons), DipEd(Newcastle), MBA(AGSM).	Lecturer
<i>Michael Quinlan</i>	BEC (Hons), PhD (Syd)	Professor
<i>Carol Royal</i>	BA, MCom, PhD (UNSW)	Lecturer (.5 fractional)
<i>Gavin Schwarz</i>	BA(Akld), MPhil(Akld), PhD(UQ)	Lecturer
<i>Peter Sheldon</i>	BEC(Hons)(Syd), PhD (W'gong)	Senior Lecturer
<i>Lucy Taksa</i>	BA (Hons), PhD (UNSW)	Associate Professor Head of School from August 15
<i>Janis Wardrop</i>	BA (Hons), MCom UNSW	Associate Lecturer
<i>Tracy Wilcox</i>	B.App.Sc (Hons) UTS, MCom (Hons) UNSW	Lecturer (.5 fractional)
<i>Chris Wright</i>	BEC (Hons), PhD (Sydney)	Senior Lecturer

In addition to full-time members of staff, the School drew upon part-time lecturing and/or tutorial assistance from the following:

<i>Veronica Bondarew</i>	BA(UNSW), DipEd(STC), Mcom(UNSW)
<i>Gerardo de Liseo</i>	BA(Syd), Dip Ed(Syd)
<i>Wendy Grusin</i>	BA University of Witwatersrand, BSc(Psych)Honours
<i>Chris Harpur</i>	BACom(UNSW), Mcom(UNSW),
<i>Drago Heler</i>	BA(Hons)(Syd), MA Merit(Syd)
<i>Angela Langton</i>	BA DipEd (Syd), MA (UNSW)
<i>William Morrissey</i>	MCom (UWS)
<i>Patrick O'Leary</i>	BA(Hons)(UQ), MA(Research)(UQ)
<i>Brad Pragnell</i>	BA(U of Manitoba), MIR(Queens Canada), PhD(UNSW)
<i>Corina Riantoputra</i>	MCom (UNSW)
<i>Sue-Ern Tan</i>	BCom (Hons) (UNSW)
<i>Chris Yates</i>	BA (Syd), MLitt (UNE)

Terry O'Callaghan and Robyn Tompkins provided administrative support for the School. Kate Murphy provided research assistance to various members of the School's faculty staff.

Regular formal School Meetings were held throughout the year. Dr Diane Fieldes was elected as Chair of these meetings and Terry O'Callaghan acted as Minutes Secretary. Because of the School's small size, certain policy and other curriculum matters, and issues of general concern to staff, were frequently handled through informal discussions by the Head of School with relevant members of the School and Faculty.

Staff Movements and Changes

Phil Bohle's term as Head of School ended August 14 and Lucy Taksa took up the Head of School position on August 15.

For 12 months from Session 2, 2003, Carol Royal was on an Innovative Teaching and Educational Technology (ITET) Fellowship awarded by the UNSW. This fellowship provided a financial buyout of her position for the year

Peter Gahan resigned in December 2003 to take up a position as Associate Professor at Deakin University in Melbourne and John Holt took leave without pay for the duration of 2003.

Gavin Schwarz joined the school at the beginning 2003 from Wollongong University. Gavin has a background in organisational design and change, specialising in virtual teams.

RESEARCH AND PUBLICATIONS

Staff Research Interests

Alison Barnes...

Alison continued research into Australian call centres for her PhD. She is focusing on customer service, flexibility, repetition, surveillance and the built environment and their role in generating resistance and accommodation in call centres.

Philip Bohlé...

Philip pursued five main streams of research concerning working hours, work-life conflict and health; the psychometric properties of diurnal type inventories; adoption of strength training in retirement villages (with David Kennedy and Maria Fiatarone-Singh); the impact of precarious employment on work-life conflict and occupational health and safety (with Michael Quinlan and Ann Williamson); and helath, job satisfaction and retention of hospital nurses (with Anne Pisarski, Cindy Gallois and Bernadette Watson). An Australian Research Council Large Grant funds the precarious employment project and an ARC Linkage Grants fund the strength training and nursing projects.

Braham Dabscheck...

Braham's research interests continued in Australian industrial relations, industrial relations theory, wage determination and sporting labour markets. In 2001, he was appointed as a Senior Fellow in the Faculty of Law at the University of Melbourne. In 2002 he delivered a paper entitled '*FIFA's New Employment Rules: A Critical Examination*' at the Global Business and Technology Association International Conference in Rome, Italy. He was also the Montague Burton Visiting Professor in Industrial Relations at the Cardiff Business School, Cardiff University, Cardiff Wales. He delivered a public lecture entitled '*Paying for Professionalism: Industrial Relations in Australian Rugby Union*'.

Diane Fieldes...

Diane's research has focussed on women and trade unionism. As well as researching trade unions and equal pay for women in Australia, she has been researching the role of women in the formation of

independent trade unions in South Korea. Her other research has involved deepening her knowledge of the areas in which she teaches, particularly labour history and the interrelationship between the workplace and society.

Sarah Gregson...

Sarah's research has a strong historical bent, with an emphasis on the interwar period in Australia. She continues to examine racism, conservatism, and employment relations in the Australian mining industry. When she lifts her head from history books, her contemporary interests lay in the areas of EEO and managing diversity.

Ian Hampson...

Ian's research interests and activities have concentrated on training policy and practice. Work has continued exploring the usefulness of the 'institutionalist' stream of political and policy analysis, for understanding the major changes in policies pursued by the Federal Government since the late 1980s.

John Holt...

During the year John has continued working extensively with the Australian Centre for International Business on a project investigating the nature of the decision factors that influence the way multinational firms make choices about where to locate their Regional Headquarters in the Asia Pacific region. Other research that is currently engaged in utilizes SRG funding to investigate the effects of national culture on differentially shaping subordinate perceptions of what constitutes 'good' and 'effective' staff management behaviours.

Anne Junor...

Anne's research interests cover the areas of: [Casualisation, with a particular focus on the public school, TAFE and university sectors in Australia and the UK](#); [Workplace impacts on public sector work organization, labour processes and industrial organisation, of the New Public Management, with a comparative focus on](#); ['Articulation work' – the](#)

invisible labour processes and tacit skills of service work, from interactive frontline jobs to professional service roles; and gender, work, time and value.

David Kennedy...

During 2003, David pursued three main streams of research concerning intra-organisational relocation, employee pre- and post-retirement health and satisfaction, and precarious employment. David (along with Philip Bohle) began work on an Australian Research Council Linkage Grant examining the adoption of strength training by the elderly. He joined Philip Bohle, Michael Quinlan, and Ann Williamson in researching the impact of precarious employment on health and safety outcomes for their Australian Research Council Discovery Grant.

David Morgan...

David continued his work on the use of the institutional framework of political and policy analysis of work competence systems in Australia. In particular major changes are examined in policies of the Federal government and other major players in training and development since the late 1980s. A refereed conference paper has been completed, which is to be submitted to a major organisational studies journal. He also continues work on organisational conditions of change, particularly types of structural, workplace and work changes, and the effects on trust in management (a refereed research paper accepted for publication). A new project on organisations, innovation and work organization has been commenced. This project will be concerned with change, work organisation and survival in new, innovative organisations. In particular, to what extent do such firms adopted 'old economy' structures and practices after an initial innovative period?

John O'Brien...

John O'Brien, together with Anne Junor and Michael O'Donnell were recipients of an Australian Research Council Discovery Grant on the impact of New Public Management on public sector workplaces in Australia and the United Kingdom. The Australian researchers will be working with partners at Cardiff and Leicester Universities in the United Kingdom. John was also a co-author (with Michael O'Donnell and John

Shields) of a report prepared for the NSW Labor Council on Executive remuneration and organisational performance. The report attracted considerable media attention when it was released in April 2003. John is also continuing his work on industrial and employment relations in the education industry, including in the higher education sector

Loretta O'Donnell

Loretta has been involved in research for several years, with Carol Royal, in human capital analysis (HCA) in the financial markets. Loretta's focus has been on HCA as a strategic communication tool between Boards and the financial markets within the Australian biotechnology industry.

Michael Quinlan...

Michael continued his research into the OHS effects of precarious employment and completed his report for WorkCover NSW (yet to be released) on meeting the prevention and workers' compensation challenges of changing work arrangements. With several colleagues he completed papers on the relationship between formal and informal worker organisation and systematic occupational health and safety management in Norway and Australia which were accepted for publication in the journals *Labour/Le Travail* and *Relations Industrielles* in 2003. With Philip Bohle he completed a chapter on contingent worker safety for a book on the Psychology of Workplace Safety edited by Julian Barling and Michael Frone and to be published by the American Psychological Association. He continued his research on growth of worker organisation in Australia.

Carol Royal...

Carol's research interests include corporate sustainability, human capital and their application to the financial markets. During 2002 Carol continued her research into evaluating ASX publicly listed companies through Human Capital analysis and its links to corporate performance and sustainability. Carol was invited to present her research at the Australian Securities and Investment Commission and was also invited to address the financial services industry at the Annual Securities and Derivatives National Association Conference. Carol's other research interests include internal labour market sociology,

organizational change strategies, globalization and professional service firms. During 2002, Carol extended her research with visiting US Professor Robert Althausen(Indiana University) into internal labour markets and human resource practices in the investment banking industry. Several publications on these two streams of research have been achieved.

Gavin Schwarz...

During the year Gavin continued to research themes of organisational change and inertia in organisations introducing variants of new information technology. He worked on three projects associated with this research one of which gained an ARC Linkage Project Grant dealing with the impact of information technology on employee teams and their communication. The other two dealt with strategies for managing information technology change, and the nature of change research over the past four decades.

Peter Sheldon...

Peter continued his work on contemporary employer associations in Australia (with Louise Thornthwaite) and on industrial relations history. The work on employer associations is increasingly focusing on internal organisational dynamics and relationships with members. During the year, Peter also developed his growing interest in Pacific-Asian employment relations to add to his continuing work on Europe. He is particularly interested in employer coordination among subsidiaries of foreign multinationals in China.

Lucy Taksa...

Lucy Taksa's research interest focuses on organisational culture and organisational memory, gender relations and the management of diversity, management and labour history, the diffusion of technology, and industrial heritage. During 2003 Associate Professor Taksa continued working on a

large ARC funded project entitled 'Work, family, community and place at the Eveleigh railway Workshops, 1887-1989: an investigation of mobility and cultural diversity'. Lucy also began investigating the history of the Greek migrant women train cleaners employed at Eveleigh with assistance from a grant from the NSW Government Migration Heritage Centre.

Janis Wardrop...

Janis researched her PhD which examines the adoption of corporate governance Codes of Practice among ASX Listed companies. Janis' other research interests include the rhetoric of governments, and corporate social and ethical accountability.

Tracy Wilcox...

Tracy continued her ethnographic PhD research into the ways in which human resource management strategies are framed and legitimated in an organisation. Tracy's other research interests relate to sustainability, social and ethical accountability and alternative conceptions of performance. She continues researching in the areas in which she teaches, particularly strategic thinking, ethics and human resource management.

Chris Wright...

Chris' research interests include the diffusion of management knowledge, the history of management practice, labour management strategy, management consulting, work reorganisation and technological change. During 2003 Chris's research focussed on a number of projects including: the role and impact of management consultants; supply chain integration in the Australian and US grocery industries; a comparative historical analysis of Australian and British employers; and the organisational and workplace ramifications of Enterprise Resource Planning systems.

International Links

The chart on the following page summarises international linkages between staff and overseas scholars in the year 2003. In recent years, the school has endeavoured to promote international linkages by establishing ties with overseas institutions, especially through visits by staff. In most instances these linkages are related to teaching and research, including joint research projects.

Dr Anne Junor (UNSW), Dr John O'Brien (UNSW) and Dr Michael O'Donnell (ANU) with ARC Discovery Grant funding have been working with Professor Peter Fairbrother, Cardiff School of Social Sciences, and Dr Bob Carter, Department of Sociology, University of Leicester, in 2003, to conduct a cross-national study of the impacts of neo-liberal agendas on public sector work processes.

Professor Philip Bohle collaborated with Drs Frida Marina Fischer, Lucia Rotenberg and Claudia Roberta de Castro Moreno (University of Sao Paulo, Brazil) on a special issue of *Revista de Saúde Pública (Journal of Public Health)*, entitled "*Equity, diversity and working hours: Challenges and solutions*". He continued collaboration with Dr Hervé Caci (CHU de Nice, Hôpital de l'Archet 2, Nice, France) on the measurement of diurnal type.

As part of his Australian Research Council Linkage Grant on strength training by the elderly, Dr David Kennedy (along with Philip Bohle) worked with Professor William J Evans, the Director of the Nutrition, Metabolism, and Exercise Laboratory in the Donald Reynolds Department of Geriatric Medicine at the University of Arkansas for Medical Sciences. David continues to work with his doctoral supervisor, Professor Timothy Judge, the Matherly-McKethan Eminent Scholar in Management at the Warrington College of Business, University of Florida. In 2003, David joined the Editorial Review Board of the *Cornell Hotel, Restaurant and Administration Quarterly*, and was an active member of the International-CHRIE Association and the Academy of Management.

Visitors:

During 2003 the School had six overseas academic visitors (from Canada, UK, Italy, Japan and The Netherlands).

Prof. Antonio Martelli

University of Milan, Italy - January 05, to February 26, 2003

Prof. Tadamasa Imaguchi

Keio University, Japan - June 15, to August 31, 2003

Prof. Keiko Shimono

Nagoya City University, Japan - July 28 to September 17, 2003

Prof. Katherine Lippel

Universite du Quebec, Montreal, Canada, September 28, to October 11, 2003

Prof. Karin Sanders

University of Groningen, The Netherlands - August 15, 2003 to June 30, 2004

Prof David Walters

Cardiff University, Wales - August 18, to August 28, 2003

Staff Research Grants

The School of Industrial Relations and Organisational Behaviour staff secured three Discovery Grants and two Linkage Grants in the 2003 round of ARC Research Grants.

The researchers who have been successful in applications for Discovery Grants are Dr Anne Junor, and Dr Chris Wright. Dr Gavin Schwarz was successful in obtaining an ARC Linkage grant. Dr Junor also held an ongoing ARC SPIRT grant, Prof Philip Bohle and Prof Michael Quinlan held an ongoing ARC Large Grant and Dr David Kennedy and Prof Philip Bohle held ongoing ARC Linkage Grants. School researchers also hold grants from other granting agencies

Philip Bohle...

Philip was awarded an ARC Large Grant (with Prof. M Quinlan and Dr Williamson) to research the occupational health and safety effects of precarious employment in three industry sectors, and two ARC Linkage Grants to study: 1) the adoption and impact of progressive resistance training in two retirement villages (with Dr David Kennedy and Prof. Maria Fiatarone-Singh); and 2) the factors influencing the health, job satisfaction and retention of hospital-based nurses (with Dr Anne Pisarski, Prof. Cindy Gallois and Dr Bernadette Watson).

Anne Junor ...

In 2003 Anne received several grants:

a) Final year of ARC SPIRT Grant 'Casual professionalism: Contractual and work-time changes in the education industry (carried over to March 2004) Principal Investigators: Anne Junor; Associate Investigators: Iain Campbell RMIT University, Jennifer Curtin, Monash, Barbara Preston, Industry Partners: 3 TAFE Institute Managers, the ACTU, the AEU and the NTEU;

b) Completed work with Dr John O'Brien on a Faculty Research Grant funded study, 'Strategic approaches to managing casual teacher employment in the context of an emerging public school teacher shortage'.

c) ARC Discovery Grant 'What does the new public management look like in the public sector workplace? Australia and the United Kingdom compared', Chief Investigators: J. O'Brien (UNSW), A. Junor (UNSW), M. O'Donnell (ANU), Associate Investigators: P. Fairbrother and S Davies (Cardiff) and R. Carter (Leicester)

David Kennedy...

In 2003, David, as 1st Chief Investigator on an ARC Linkage Grant worth \$220,000 began a two-year project investigating the psychological

and physiological effects of progressive resistance training by the healthy elderly. Co researchers were Philip Bohle, Maria Fiatarone Singh (U of Sydney), and William Evans (U of Arkansas).

Gavin Schwarz...

Gavin was awarded an ARC Linkage Project grant (with Prof. Victor Callan and Dr. Bernadette Watson, both from the University of Queensland) value \$234,000 to examine the impact of the introduction of new information technology upon employees and their work teams. Also a Faculty Research Grant of \$8900 to examine strategies organizations adopt in managing information technology change, and Faculty Special Research Grant of \$4900 to research structural inertia during the introduction of information technology.

Lucy Taksa...

Grant of \$20,000 from the NSW Government's Migration Heritage Centre for a project entitled: 'Uncovering lost histories: Finding the Greek women migrants of the New South Wales Eveleigh Railway Workshops'.

Grant of \$7,500 from the NSW Government's Migration Heritage Centre to fund design work required to complete the Eveleigh Heritage Website.

Chris Wright...

Australian Research Council Discovery Grant (2003-2005) (DP0345473) Strategy and Structure Of The Korean Chaebol: Changes After The 1997 Economic Crisis And Implications For Australia (with Dr CS. Suh, Dr M. Tcha & Prof C. Leggett). Amount \$173,000

Australian Research Council Discovery Grant (2003-2005) (DP0345400) The Impact of Enterprise Resource Planning Systems on Australian Organizations (with Dr D. Grant, Prof C. Hardy, Dr R. Hall, Dr W. Harley & Mr N. Wailles). Amount \$131,000.

PUBLICATIONS

Book Chapters

Quinlan, M. Bohle, P. "Contingent work and occupational safety", *The Psychology of Workplace Safety*, APA Books, Washington, 81-106, 2003.

Taksa, L. "Albert Bathurst Piddington", *Laying the Foundations of Industrial Justice: The Presidents of the Industrial Relations Commission*, Federation Press, Sydney, 155-181, 2003

Taksa, L. "George Stephenson Beeby", *Laying the Foundations of Industrial Justice: The Presidents of the Industrial Relations Commission*, Federation Press, Sydney, 129-154, 2003

Journal Articles

Dabscheck, B. "Paying for Professionalism: Industrial Relations in Australian Rugby Union", *Sport Management Review*, 6(2), 105-125, 2003

Dabscheck, B. "A Simple Matter of Control: Industrial Relations in American Baseball", *Sporting Traditions*, 19(2), 49-62, 2003

Dabscheck, B. "Take This and be Thankful: The 2002 New Zealand Cricket Pay Dispute", *New Zealand Journal of Industrial Relations*, 28(3), 242-256, 2003.

Dabscheck, B. "Legal Regulation of Sporting Labour Markets", *Australian Journal of Labour Law*, 16(3), 1030-7222, 2003.

Dabscheck, B. "International Unionism's Competitive Edge: FIFPro and the European Treaty", *Relations Industrielles -Industrial Relations*, 58(1), 85-108, 2003.

Kitay, J. & Wright, C. "Expertise and Organizational Boundaries: The Varying Roles of Australian Management Consultants", *Asia Pacific Business Review*, 9(3), 21-40, 2003.

Lund, J. & Wright, C. "Building Union Power through the Supply Chain: Mapping Opportunities and Jurisdictional Boundaries in Grocery Distribution" *Labour Studies Journal*, 27(4), 59-75, 2003.

Lund, J. & Wright, C. "Integrating the Supply Chain: Industrial Relations Implications in US

Grocery Distribution", *New Technology, Work and Employment*, 18(2), 104-114, 2003.

Morgan, D. and Zeffane, R. "Individualism in organisations: does employment innovation make a difference?", *Employee Relations*, 25(6), 536-556, 2003

Morgan, D. and Zeffane, R. "Employment involvement, organizational change and trust in management", *International Journal of Human Resource Management*, 14(1), 55-75, 2003

O'Brien, J. "From professional association to national union: The 'industrialisation' of Australian university staff 1983-1993", *The Journal of Industrial Relations*, 45(1), 35-47, 2003.

Quinlan, M., Gardner, M. & Akers, P. "Reconsidering the Collective Impulse: Formal Organisation and Informal Associations Amongst Workers in the Australian Colonies, 1795-1850", *Labour/Le Travail*, 52(Fall), 137-180, 2003.

Royal, C. "Snakes and Career Ladders in the Investment Banking Industry. The Making of Barclays De Zoete Wedd (BZW), 1982-1996", *Accounting, Business and Financial History*, 13(2), 233-262, 2003.

Royal, C. & Althauser, R. "The Labour Markets of Knowledge Workers: Investment Banker's Careers in the Wake of Corporate Restructuring", *Work and Occupations*, 30(2), 215-233, 2003.

Royal, C., Daneshgar, F., & O'Donnell, L. "Facilitating Organisational Sustainability through Expert Investment Systems", *Electronic Journal of Knowledge Management*, 1(2), 167-176, 2003.

Saksvik, P.O. & Quinlan, M. "Regulating Systematic Occupational Health and Safety Management: Comparing the Norwegian and Australian Experience", *Relations Industrielles*, 58(1), 33-56, 2003.

Sanders, K. & Schyns, B. "Mood and Evaluation Leaders", *Current Research in Social Psychology*, 9(4), 51-59, 2003.

Sheldon, P. & Thornthwaite, L. "Employer Matters in 2002", *Journal of Industrial Relations*, 44(2), 224-253, 2003.

Shields, J. O'Donnell, M. and O'Brien, J. 'Executive pay and company performance in Australia', *Sri Lankan Journal of Management*, 8[1&2]: 22-47, 2003.

Taksa, L. "Machines and Ghosts: Politics, industrial heritage and the history of working life at the New South Wales Eveleigh Railway Workshops" *Labour History*, 85 (November), 65-88, 2003.

Taksa, L. "La mobilisation et les espaces de résistance: à propos de la politique de l'espace dans les ateliers ferroviaires d'Eveleigh (Sydney) des années 1920 aux années 1960" *Revue de l'Association Pour L'histoire des Chemins de Fer en France: Ateliers et depots du Matériel ferroviaire – Deux Siècles d'histoire (Special Issue)*, 28-29, 438-460, 2003.

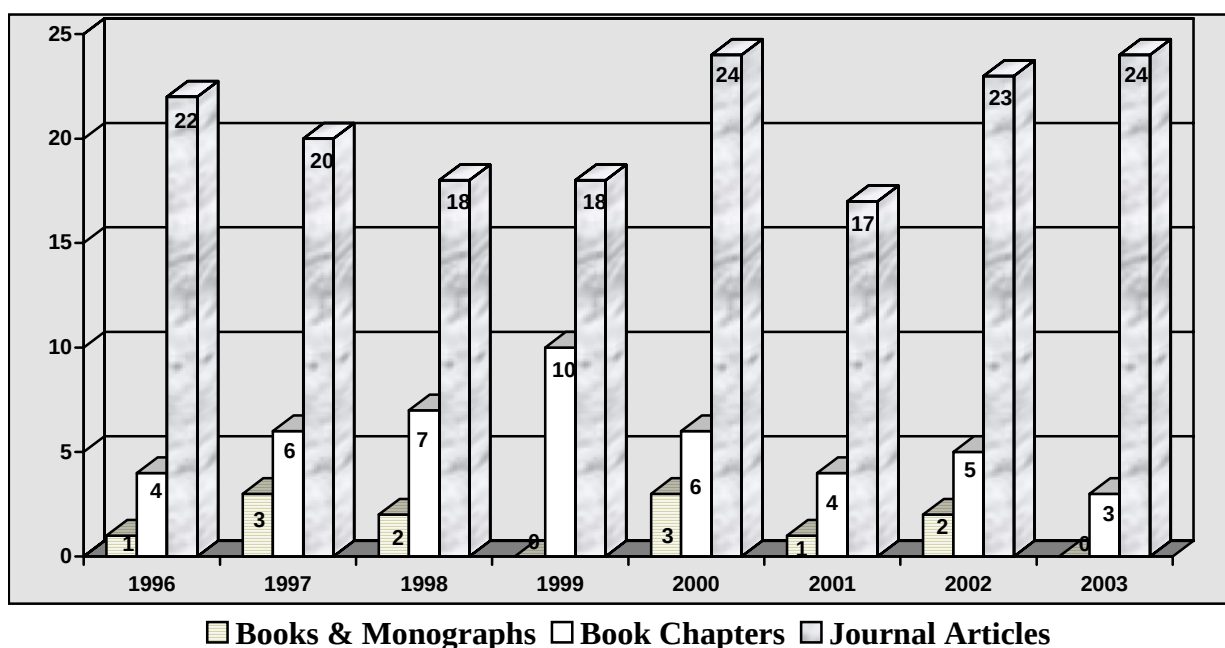
Taksa, L. "Machines and Ghosts: Politics, industrial heritage and the history of working life at the New South Wales Eveleigh Railway Workshops" *Labour History*, 85 (November), 65-88, 2003.

Taksa, L. "Hauling an infinite freight of mental imagery: finding Labour's heritage at the Swindon railway workshops' STEAM Museum", *Labour History Review (UK)*, 68(3), 391-410, 2003.

Wright, C. & Lund, J. "Supply Chain Rationalisation: Retailer Dominance and Labour Flexibility in the Australian Food and Grocery Industry" *Work Employment & Society*, 17(1), 137-157, 2003

Publishing Profile

The following chart provides a numerical picture of the School's publishing output in books & monographs, book chapters and journal articles in the past eight years.



Conference Papers

Bohle, P. (2003). "Working hours and work-life conflict in precarious employment." Paper presented at the XVIth International Symposium on Night and Shift Work, Santos, Brazil, 17-21 November.

Bohle, P. (2003) "Employment Changes and occupational health and safety". Invited paper presented to the ACTU national seminar, Reactivate Health and Safety at Work, Carlton Crest Hotel, Sydney, May 2003.

Grant, D., Hall, R., Wailes, N. & Wright, C. (2003) 'The False Promise of Technological Determinism: The Case of Enterprise Resource Planning Systems'. Paper presented to the Critical Management Studies Conference, Lancaster University, UK, 7th- 9th July.

Kennedy, D. (2003). "Attitudes towards job transfers: Patterns of proximal situational predictors." The 2003 Australian Tourism and Hospitality Research Conference, Coff's Harbour, NSW, 5-7 February.

O'Brien, J. 'Performance-related pay: Accountability. Ideology or Futility?', paper given to the Second National Conference of the Society of Heterodox Economists, University of New South Wales, 15 -16 December, 2003.

O'Brien, J. 'Industrial Relations and Performance Management in a Market Testing Environment', Keynote speaker, Towards Public Value: Management and Employment for Outcomes, Department of Management, Monash University, 24 - 25 November, 2003.

Royal, C., Daneshgar, F., & O'Donnell, L. "Identifying the Knowledge Gap in the Current Investment Recommendation Process", paper give to Fourth European Conference on Knowledge Management, Oriel College, Oxford University, 18-19 September 2003.

Schwarz, G.M. 2003. The logic of sanctioned structural inertia during information technology introduction presented at the Academy of Management Annual Meeting, Seattle, USA. Paper shortlisted for the US Academy of Management William H. Newman Award for best single authored paper from a completed dissertation.

Schwarz, G.M. & Shulman, A.D. 2003. Accounting for the limited distribution of information technology enabled structural change presented at the Academy of Management Annual Meeting, Seattle, USA.

Schwarz, G.M. & Watson, B.M. 2003. The influence of social identity of organizational e-democracy practices presented at the Academy of Management Annual Meeting, Seattle, USA.

Schwarz, G.M. & Watson, B.M. 2003. The impact of information and communication technologies on communication effectiveness, presented at the International Communication Association Annual Conference, San Diego, USA.

Sheldon, P. & Thornthwaite, L. "Employers, Employability Skills and Vocational Education and Training Policy in Australia" paper presented to Surfing the Waves: 17th Annual Conference of ANZAM, Fremantle, WA, 2-5 December 2003, published in *Surfing the Waves: Management challenges, Management Solutions*, (CD publication) 2003.

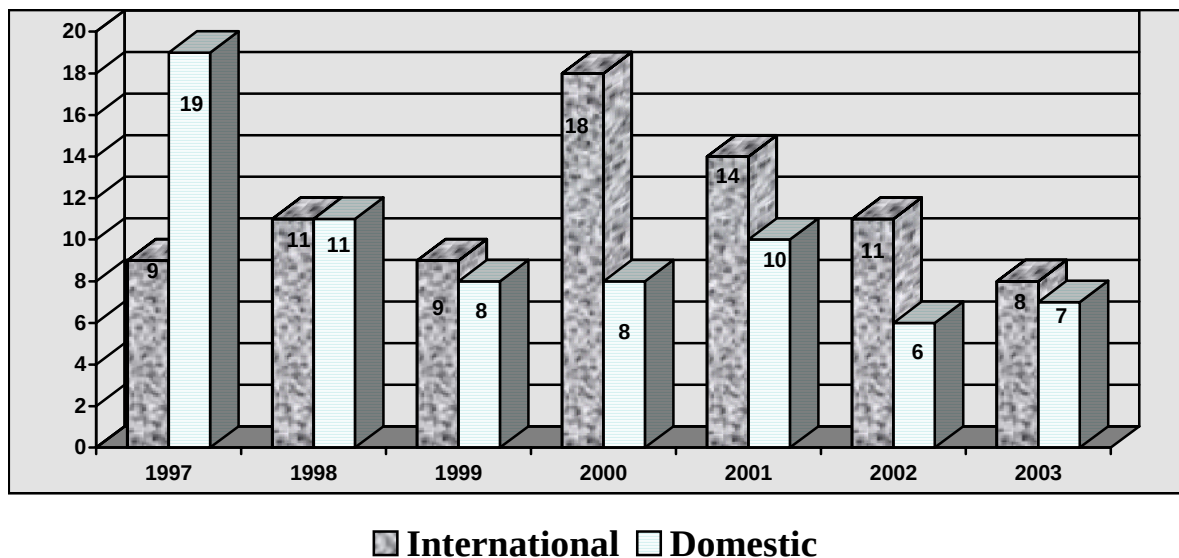
Taksa, L. 'Education from the working-class viewpoint' versus "instruction in civic efficiency", published in *Transforming Labour: Work, Workers, Struggle and Change*, Proceedings of the Eighth National Conference of the Australian Society for the Study of Labour History, Brisbane 3-5 October, 2003

Wright, C. (2003) 'Innovation, Continuity and Conservatism: Australian Employers and Changes in Labour Management, 1900-1950'. Paper presented to the Anglo-Australia Labour History Conference, Manchester-Metropolitan University, UK, 16th July.

Wright, C. & Lund, J. (2003) 'Workplace Convergence: The Diffusion of Lean Logistics in Grocery Retailing'. Paper presented to the ANZAM 2003 Operations Management Symposium, University of Technology, Sydney, 12th-13th June. Also presented in the Work and Organisational Studies Seminar Series, the University of Sydney, 2nd May.

Conference Paper Profile

The following chart shows the number of papers given by School members at international and domestic conferences over the last seven years.



Addresses and Guest Lectures

Junor, A. "Equity in Casual University Work", address to National Tertiary Education Union Women/s Conference, Melbourne, July 2003

Junor, A. "Choice, Risk and Equity in Casual Tertiary Education Work: Implications for Regulation", invited seminar paper, Centre for Research in Public Sector Management, University of Canberra, 8 October. 2003

Junor, A. Affidavit and Affidavit in Reply, Before the Industrial Relations Commission of New South Wales, Re: Variations on the Crown Employees (Teachers in Schools and TAFE and Related Employees) Salaries and Conditions Award re TAFE Part-Time Casual Teachers Conditions of Employment, IRC Matter 3597/2003, Sydney

Kennedy, D. (2003). "Marketing 101". Invited paper delivered at the Retirement Village Association of Australia National Conference, Canberra, ACT, Australia, 19-20, November.

Kennedy, D. (2003). "Marketing 101 Revisited". Invited paper delivered at the Retirement Village Association of Australia National Conference, Canberra, ACT, Australia, 19-20, November.

Kennedy, D. (2003). "Ageing and Retirement in NSW". Invited paper delivered at the Ageing and Lifestyle Seminar, sponsored by the Hon Ian Armstrong OBE, MP, Member for Lachlan, Forbes, NSW, Australia, 11 September.

Schwarz, G. "The logic of sanctioned structural inertia during the introduction of information technology". School of Industrial Relations and Organisational Behaviour, UNSW Research Seminar Series, September 2003

Working/Discussion Papers

Royal, C. & O'Donnell, L. "The Human Capital Classification Process: Evaluating Companies Using a Qualitative Lens" Working Paper No 146, (2003) pp29

Book Reviews

Schwarz, G.M. "Breaking the code of change" edited by M. Beer & N. Nohria, 2000. Reviewed in International Journal of Organizational Analysis, 11(1), 85-87, 2003

Other Publications

Bohle, P., Quinlan, M., Turner, P. & Williamson, A. (2003), Evaluation of Consultants' Briefs for Dedicated Delivery Trial (Australia Post). A report prepared by Unisearch for the CEPU and tabled in the Australian Industrial Relations Commission, 14 October.

Bohle, P., Quinlan, M., Williamson, A. & Winder, C. (2003), Response to Australia Post's "Commentary on UNSW Unisearch preliminary assessment of DD OHS matters. A report prepared by Unisearch for the CEPU and tabled in the Australian Industrial Relations Commission, 26 August.

Bohle, P., Quinlan, M., Winder, C. & Williamson, A. (2003), Preliminary assessment of the occupational health and safety implications of dedicated outdoor delivery trials (Australia Post). A report prepared by

Unisearch for the CEPU and tabled in the Australian Industrial Relations Commission, 12 August.

Junor, A., "Casual university work - Entry-port or enclave?", Paper Presented to Second Annual Conference of the Australian Society of Heterodox Economists, The University of New South Wales, December 15-16, 2003

O'Brien, J. 2003 'Enquiry Coloured by Ideological Aims' Canberra Times 4 April, [on Cole Royal Commission on Building Industry]

Shields, J., O'Donnell, M. and O'Brien, J. 'The Bucks Stop Here: Private Sector Remuneration in Australia: A Report for the NSW Labor Council, NSW Labor Council mimeo, 75pp, 2003.

TEACHING ACTIVITIES

Educational Approach

University education is a multi-faceted endeavour providing freedom for staff and students alike to pursue knowledge and understanding for its own worth. These activities, however, must be balanced by the fact that with few exceptions graduates leave university to find a job. The two worlds of learning and work, inevitably, will be seen to have some relationship and we believe that for most students the university experience should also provide skills and perspectives appropriate to their subsequent working lives. The question is not whether universities are to provide job skills or a liberal education, but rather what the balance between these two important functions should be.

The School endeavours to provide students with tertiary education suitable for a wide range of modern vocations. Recent graduates have been engaged as research officers in unions and employer organisations, industrial relations analysts with companies or government departments, management and remuneration consultants, industrial officers/union organisers, human resource and other managers, reporters/journalists and associates with industrial tribunals. Honours graduates sometimes continue their studies in preparation for an academic career.

The educational focus of the School's undergraduate teaching is based on the view that the disciplines of Industrial Relations and Human Resource Management deal with the wide range of issues and problems that arise in the context of work in modern society.

Industrial relations is concerned with the conventions and laws governing work relationships, and the way these are affected by the values of the larger society within which labour and management function. The industrial relations institutions, regulations and procedures of a country reflect its economic, social, political and legal history, as well as the contemporary

way of life of the people who relate to one another as employees and managers. Our industrial relations program, is therefore, designed on a multi-disciplinary, social sciences basis to foster an appreciation of the many important questions—both social and legal—which arise for individuals, trade unions, management, employers and government bodies in respect of work.

The School regards the study of human resource management to be principally concerned with the organisation-specific policies and processes associated with the management of people in paid employment. In a climate of rapid economic and technological change, effective labour management is being seen as a critical component of the operation and strategic planning of both private sector firms and public sector organisations. In recent years the issues of staff recruitment, training, appraisal, promotion and remuneration as well as the maintenance of safe and non discriminatory working environment have assumed growing importance. Effective labour management requires not only a solid understanding of the internal dynamics of the workplace, but it is also imperative to understand how the legislative, social and political context affects the development and operation of human resource practices.

At the graduate level the School teaches in three streams: Industrial Relations, Organisational Management Studies, and Human Resource Management. These disciplines follow the same general approach identified above but are specially geared to the level, needs and interests of postgraduate students undertaking the Master of Commerce. In keeping with changes in the work environment and developments in these disciplines generally, the School has steadily moved to incorporate change in the range and content of courses it offers in each of these streams, and to provide greater flexibility in the choice of courses between discipline boundaries.

Staff Teaching 2003

<i>Alison Barnes...</i>	Management of Pay & Performance, Industrial Relations, Fundamentals of Management, Management of Organisations (undergraduate).
<i>Braham Dabscheck...</i>	Industrial Relations, Industrial Relations Policies & Processes (undergraduate),
<i>Diane Fieldes...</i>	Strategic Human Resource Management, Social Organisation of Work, (undergraduate).
<i>Peter Gahan...</i>	On Leave
<i>Sarah Gregson...</i>	Management of Organisations, Managing Organisational Behaviour (undergraduate), International Human Resource Management (postgraduate)
<i>Ian Hampson...</i>	International Human Resource Management Practice (undergraduate) International Employment Relations (postgraduate)
<i>John Holt...</i>	On Leave
<i>Anne Junor</i>	Human Resource Management, Research Methods in Employment and Management, Managing Pay and Performance (undergraduate),
<i>David Kennedy...</i>	Management, Technology and Innovation, Organisational Transformation at the Speed of E (postgraduate).
<i>David Morgan...</i>	Seconded to Faculty as Associate Dean (UG)
<i>John O'Brien...</i>	Industrial Relations, (undergraduate), Remuneration and Performance Management Employment & Industrial Relations (postgraduate).
<i>Loretta O'Donnell</i>	Towards Corporate Sustainability
<i>Michael Quinlan...</i>	Health and Safety at Work, (undergraduate),
<i>Peter Sheldon...</i>	Negotiation Bargaining & Advocacy, Managing People, (undergraduate), Negotiation Bargaining & Advocacy, Managing Work & Organisation (postgraduate).
<i>Gavin Schwarz...</i>	Managing Innovation & Organisational Change (undergraduate), Management Technology & Innovation, Strategic Management Technology & Innovation (postgraduate)
<i>Lucy Taksa...</i>	Organisational Behaviour, Managing Equity, Diversity & Disability, Management, Work & Organisation (postgraduate).
<i>Carol Royal...</i>	Human Resource Recruitment, Selection & Development (postgraduate).
<i>Janis Wardrop...</i>	Human Resource Management, Strategic Human Resource Management (undergraduate); Organisational Behaviour, Management, Work & Organisation (postgraduate).
<i>Tracy Wilcox...</i>	Strategic Human Resource Management (postgraduate).
<i>Chris Wright...</i>	Labour Organisation, Fundamentals of Management, Management & Employment Relations (undergraduate), Management Consulting & Organisational Transformation (postgraduate).

Undergraduate Teaching

Undergraduate Student Enrolments 1998-2003

	<i>Offered subjects</i>	1998	1999	2000	2001	2002	2003
IROB 1701	Industrial Relations	230	278	360	321	253	201
IROB 1702	Labour Organisation	41	29	38	38	40	28
IROB 1712	Management of Organisations	303	252	284	293	304	216
IROB2701	Professional Issues & Ethics					80	83
IROB 2702	Industrial Law	17	27	31	36	31	37
IROB 2703	International Employment Relations	45	16	28	37	24	-
IROB 2704	Social Organisation of Work	88	78	51	47	65	50
IROB 2715	Labour History	15	12	17	-	22	-
IROB 2718	Human Resource Management	188	126	131	147	141	133
IROB 2721	Managing People	113	140	67	68	58	59
IROB 2724	Health and Safety at Work	79	66	31	44	53	75
IROB 3702	International HRM Practice	-	-	-	65	89	73
IROB 3704	Analysing Work and Organisations		13	-	-	-	
IROB 3705	Industrial Relations 3A	134	115	89	62	40	33
IROB 3706	Industrial Relations 3B	40	20	25	20	-	16
IROB 3707	Research Methods Workshop	2	2	4	1	-	
IROB 3708	History and Philosophy of HRM Management	6	2	8	6	5	14
IROB 3721	Negotiation, Bargaining, Advocacy	67	42	43	46	33	42
IROB 3724	Strategic HRM	138	96	79	75	64	63
IROB 3728	Managing Pay & Performance	80	58	66	101	100	109
IROB 3729	Managing Workplace Training		34	93	84	89	70
MGMT1001	Fundamentals of Management				77	109	47
MGMT2001	Managing Innovation & Organisational Change				75	23	46
MGMT1002	Managing Organisational Behaviour				39	54	42
		1586	1406	1445	1682	1597	1437

In 2003 there was one student enrolled in the Honours program.

The School offers majors in Industrial Relations, Human Resource Management and Management in the following undergraduate degrees:

Bachelor of Commerce

and majors in Industrial Relations and in Human Resource Management in the following undergraduate degrees:

Bachelor of Arts

Bachelor of Economics

Bachelor of Social Science

and a major in Industrial Relations only in the following undergraduate degrees:

Bachelor of Commerce/Bachelor of Laws

Bachelor of Commerce/Bachelor of Arts

Bachelor of Arts/Bachelor of Laws

Postgraduate Teaching

Graduate Student Enrolments by Subject 1998-2003

Session 1&2		1998	1999	2000	2001	2002	2003
IROB 5700	Management, Work and Organisation	127	125	94	115	130	77
IROB 5701	Employment & Industrial Relations	10	8	11	-	13	14
IROB 5705	The Management of Training	36	28	32	34	35	-
IROB 5711	Employment and Industrial Law	9	8	16	13	14	12
IROB 5712	Negotiation, Bargaining and Advocacy	-	31	10	14	18	15
IROB 5721	Sport and Industrial Relations	3	2	-	-	-	-
IROB 5725	Workplace Industrial Relations	6	3	-	-	-	-
IROB 5726	Industrial Relations Policy	6	-	-	-	-	-
IROB5800	Technology, Management & Innovation	-	-	145	99	105	168
IROB5800	Strat. Mgmnt of Technology & Innovation						40
IROB 5900	Social & Organisational Analysis	33	24	22	-	12	-
IROB 5901	Organisational Behaviour	48	48	65	40	74	
IROB 5903	Organisational Change	19	17	38	52	53	-
IROB 5904	Org Transformation at the Speed of E	-	-	103	119	-	32
IROB 5905	Organisational Diagnostics	13	10	-	-	2	-
IROB 5906	Human Resource Management in Context	54	55	-	-	-	-
IROB 5908	Strategic Human Resource Management	22	37	43	40	23	47
IROB5909	Mgmt Consulting and Org. Transformation						26
IROB5910	Towards Corporate Sustainability						40
IROB 5912	Int Dimensions of Org Behaviour	32	26	18	18	43	-
IROB 5914	Organisational Communication	13	16	-	-	18	-
IROB 5915	Human Potentialities	-	12	-	-	8	-
IROB 5918	Transformational Leadership	19	9	-	-	14	--
IROB 5920	Men & Women in Organisations	12	14	16	-	10	20
IROB 5932	Adv Seminar in Organisational Behaviour	-	-	3	-	-	-
IROB 5946	Managing Occ Health & Safety	16	19	25	24	26	-
IROB 5947	Remuneration and Performance Mgmt	33	48	39	43	54	30
IROB 5948	HR Recruitment, Selection & Developmnt	38	50	31	40	40	31
IROB 5949	International Human Resource Mgmt	40	49	58	49	58	30
	Totals	589	639	759	700	655	582

The School offers the following graduate coursework programs:

Master of Commerce in Organisation and Management Studies

Master of Commerce in Human Resource Management

The School offers the following graduate research programs:

Master of Commerce (Honours) in Employment Relations

Master of Commerce (Honours) in Organisation and Management Studies

Master of Commerce (Honours) in Human Resource Management

Doctor of Philosophy

Thesis Supervision

In 2003 there were 21 students enrolled in the M.Com(Hons) and PhD programs.

Graduate Research Student Enrolments 1998-2003

		1998	1999	2000	2001	2002	2003
Thesis	Doctor of Philosophy	18	21	22	20	18	19
	Master of Commerce (Honours)	2	3	2	2	3	2
Totals		20	24	24	22	21	21

2003 Graduates...

Bachelor of Arts (Honours)

Kynan Noesjirwan...

'Beyond Turnover and Absenteeism: an assessment of approaches to valuing and accounting for human resources', supervised by Dr Anne Junor

Master of Commerce (Honours)

Leigh Donohue...

'The Nature of Knowing in Knowledge Work Settings', supervised by Dr Chris Wright. Awarded degree of MCom(Hons) in 2003.

Doctor of Philosophy

Miles Goodwin...

'Award Non-compliance in the Federal Industrial Relations System' supervised by Professor Michael Quinlan

Sarah Gregson...

'Foot Soldiers for Capital: the influence of RSL racism on interwar industrial relations in Kalgoorlie and Broken Hill' supervised by Dr Lucy Taksa.

Gael Walker...

'The Communication of Local Activism: Olympic Beach Volleyball on Bondi Beach' supervised by Professor Philip Bohle

...and future graduates

The following students either commenced or continued their postgraduate research in 2003.

Dianne Ball...

'The Learning Organisation in a Modern Hospital Environment' supervised by Professor Philip Bohlé and Dr Allan Bordow

Alison Barnes...

'Holding the Line: Self, Accommodation and Resistance in Call Centres' supervised by Dr John O'Brien and Dr Anne Junor.

Jane Boeske...

'Informal Relations in Management Work' supervised by Dr David Morgan

Lakshmi Bose...

'The Effects of Occupation and Work Arrangements on Worklife Balance' supervised by Professor Philip Bohlé

Phillip Butterworth...

'A Comparative Analysis of the Diffusion of Technology between Railway Workshops in Australia and the United Kingdom' supervised by Dr Lucy Taksa and Dr Ian Hampson

Wai-Lun Cheng...

'Transfer of Training' supervised by Dr David Kennedy and Professor Phil Bohle

William Choy...

"A Comparative Investigation of the Inter and Intra-cultural variations of basic individual and work values held by the diverse workforce in a Singaporean multinational corporation"

Kerry Harman...

'Implementation of Teleworking in Large Organisations'. supervised by Professor Philip Bohlé and Dr Allan Bordow.

In Jun...

'Employer Associations in Korea' supervised by Dr Peter Sheldon and Dr Seung-Ho Kwon

Julie Kimber...

'Class, Identity and Locality: A Labour History of Orange (NSW)' supervised by Assoc Prof Braham Dabscheck.

Michelle Lee...

'Knowledge Management and Organisational Change' supervised by Dr Lucy Taksa and Dr Kate Crawford

Shanaz Naughton...

'Management Commitment in a time of Major Organisational Change' supervised by Professor Philip Bohlé and Dr Allan Bordow

Patrick O'Leary...

'Industrial Relations in the Australian Meat Processing Industry: Employer Strategies in Managing Labour' supervised by Dr Peter Sheldon and Dr Chris Wright

Corinna Riantoputra...

'Investigating the relationship between measures of shared managerial cognitions and organisational effectiveness measures' supervised by Dr John Holt.

Anne Rozario...

'Competency-Based Management Education and Training policy in Australia: An Investigation of the Frontline Management Initiative' co-supervised by Dr Ian Hampson and Dr David Morgan.

Peter Schweder...

'The OHS effects of temporary workers' supervised by Professor Michael Quinlan and Professor Philip Bohlé.

Megan Tranter...

'OHS in the fast food industry' supervised by Professor Michael Quinlan and Professor Philip Bohle

Elsa Underhill...

'The OHS effects of labour hire' supervised by Professor Michael Quinlan.

Janis Wardrop...

'Commitment or Compliance: Adoption of Corporate Governance Codes of Practice' supervised by Dr Lucy Taksa and Dr Anne Junor.

Rosemary Webb...

'The Role of Women in Australian Trade Unions between the Wars' supervised by Dr Lucy Taksa and Dr Anne Junor

Tracy Wilcox...

'Ethics, HRM, and the Construction of Strategy' supervised by Dr Ian Hampson and Dr David Morgan

Student Prizes

During 2003 several IROB students were awarded prizes for outstanding academic achievement. These prizes were made possible by the generosity of donor organisations or individuals.

The Industrial Relations Society of NSW Prize

for the best performance in IROB1701 Industrial Relations in the Bachelor of Commerce, Economics, Arts or Social Science degree courses was awarded to Michele Solomons who received books to the value of \$200.

The Julia Moore Prize in Industrial Relations

for the best performance in IROB3705 Management and Employment Relations by a female student was awarded to Erica Pezutti. This prize is a \$500 cheque.

The AWU Industrial Relations Prize for the best performance in IROB2704 Social Organisation of Work in the Bachelor of Commerce, Economics, Arts or Social Science degree courses was awarded to Kathy Jaksic who received a cheque for \$400

The NSW Labor Council Industrial Relations Prize

for the best performance in IROB1702 Labour Organisation in the Bachelor of Commerce, Economics, Arts or Social Science degree courses was awarded to Katherine Vassie. This prize is a \$400 cheque.

The Christine Stojkovska Memorial Prize for the best overall performance in the Industrial Relations or Human Resource Management core subjects by a female student in either the Bachelor of Commerce (Honours) or Bachelor of Arts (Honours) degree course was awarded to Michele Solomons who received a cheque for \$500.



Katherine Vassie (left) receives The NSW Labor Council Industrial Relations Prize from Associate Professor Lucy Taksa at the 2004 ceremony

Staff/Student Seminars

Together with the Industrial Relations Research Centre the School conducts seminars for staff, research students and the public. The Seminar Convenor in 2003 was Anne Junor. During 2003 seminars were given by leading academics from Japan, UK and The Netherlands, and other Australian universities. The School has a program for inviting seminar speakers from Australian universities as well as overseas academics visiting Australia.

April 28...

“International Unionism's Competitive Edge: FIFPro and the European Treaty”, Assoc Professor Braham Dabscheck, School of Industrial Relations and Organisational Behaviour, UNSW

May 26...

“Employer association behaviour among subsidiaries of overseas multinational corporations in China”, Dr Peter Sheldon, School of Industrial Relations and Organisational Behaviour, UNSW and Ernest Ruan, Industrial Relations Research Centre

June 30...

“Choice, Risk and Equity in Casual Tertiary Education Work: Implications for Regulation”, Dr Anne Junor, School of Industrial Relations and Organisational Behaviour, UNSW

July 28...

“If you think you are smart you are dead: The impact of senior management perceptions of organisations success on managerial confidence about being able to control organisational environments”, Corina Riantoputra, School of Industrial Relations and Organisational Behaviour, UNSW

August 04...

“Making Knowledge Work”, Dr Chris Warhurst, Scottish Centre for Employment Research, University of Strathclyde, Glasgow.

August 18...

“Organizational Decline and Turnaround Strategy”, Dr Tadamasu Imaguchi, Keio University, Tokyo

August 22...

“Labour Relations and Regulatory Approaches to Health and Safety Management in Europe – including small firms”, Professor David Walters, University of Cardiff, Wales, UK

August 25...

“Cultures at work: spaces of production and labour relations in Australia's cultural

industries”, Chris Gibson, Geography Program, Faculty of the Built Environment, UNSW

September 08...

“Professional Soccer Players and Characteristics of the Japanese Labour Market”, Dr Keiko Shimono, Nagoya City University, Nagoya, Japan

September 29...

“The Logic of Sanctioned Structural Inertia During the Introduction of Introduction of Information Technology”, Dr Gavin Schwarz, School of Industrial Relations and Organisational Behaviour, UNSW

October 13...

“Two-tiered Employment in the Global Economy: The World Maritime Industry”, Professor Clifford Donn, Le Moyne College, Syracuse, New York

October 27...

“From Railways to Information Superhighways at Sydney's Eveleigh Railway Workshops: linking history, heritage and business partnerships through time and space”, Assoc Professor Lucy Taksa, School of Industrial Relations and Organisational Behaviour, UNSW

November 03...

“Patterns of Union Joining in New Zealand: Causes, Characteristics and Consequences. Results of the NZ worker representation & participation survey”, Professor Peter Boxall, University of Auckland School of Business

November 10...

“Notes toward a theory of knowledge creation in organizations”, by Professor Haridimos Tsoukas, The George D.Mavros Professor of Organization and Management, ALBA, Greece and Professor of Organization Studies, Warwick University, UK

November 17

“Organizational Citizens or Co-operative Relationships?: A Relational Perspective”, Professor Karin Sanders, The University of Tilburg, The Netherlands

University, Professional and Extra Mural Activities

Philip Bohlé

- Head of School, Industrial Relations and Organisational Behaviour (until August 14).
- Executive Editor of the *Economic and Labour Relations Review*
- Grant reviewer for *Research Advisory Council of the Ontario Workplace Safety and Insurance Board* (Canada) and the *Australian Research Council*
- Member, Faculty Heads of Schools Committee
- Member, UNSW Working Party on Professional Skills Program for PhD students
- Member, Publications Committee, Working Time Society and Executive Editor of the *Shiftwork International Newsletter*
- Referee for the *Work, Stress and Health Conference* organised by the *American Psychological Association*, and the *International Symposium on Working Hours and Shiftwork*, organised by the *Scientific Committee on Shiftwork of the International Commission on Occupational Health*.
- PhD Examiner
- Referee for employment and promotion applications at several universities
- Member, Australian Psychological Society,
- , Association of Industrial Relations Academics of Australia and New Zealand
- International member, American Psychological Association,
- Member, International Association of Applied Psychology
- Board Member, Scientific Committee on Shiftwork, International Commission on Occupational Health
- Board Member, Working Time Society.
- Judge, Australian HR Awards
- Principal consultant for Unisearch providing advice to the Communications, Electrical and Plumbing Union (CEPU) on proceedings before the Australian Industrial Relations Commission.

Braham Dabscheck

- Member, Editorial Board, *International Journal of Employment Studies*, appointed 1992.
- Member Editorial Board, *Relations Industrielles* (Canada), appointed 1993.
- Member Editorial Board, *Sport Management Review* appointed 1998.

- Member, Editorial Board, *The Journal of Industrial Relations*, appointed 1999.
- Member, Editorial Board, *Sporting Traditions* (Journal of the Australian Society for Sports History)
- Member, Editorial Board, *Labour and Management in Development Journal*.
- Chair, Tom Brock Bequest Committee (promotes rugby league research and scholarship), appointed 1999.
- Member, Advisory Board, Australian Professional Footballers' Association, appointed 1999.
- Facilitator, Strategic Planning Conference, Rugby Union Players' Association, Sydney, 13 January, 2001.
- Chair, Meeting of Australian Player Associations, Sydney, 23 March 2001
- Chair, Tom Brock Lecture, Address of Alex Buzo, Sydney, Sydney
- Organising Committee, Sporting Traditions XIV Australian Society for Sports History Conference, July 2003, Women's College, University of Sydney

Diane Fieldes

- Referee for *Journal of Industrial Relations*, *Labour History*, *Labour and Industry*
- Member: UNSW Executive of the National Tertiary Education Union
- Member, Australian Society for Study of Labour History
- Member, Industrial Relations Society
- Founding member, University of New South Wales Refugee Action Committee

Sarah Gregson

- Referee for *Labour History*
- Member – Faculty of Commerce and Economics Occupational Health and Safety Committee
- Member – Australian Society for the Study of Labour History

John Holt

- Member of the Australian Centre for International Business, a collaborative venture between The University of Melbourne and The University of New South Wales.

- Representative on the Management Committee of the Australian Centre for International Business.
- Member (academic advisor) of the Expatriate Networking Group, Sydney. (ENG is an association of professional HR practitioners specialising in the management of expatriate personnel, who meet quarterly to exchange information).
- Course coordinator for the subject Strategic People Management which is part of the Master of Business and Technology degree, a combined Faculty of Engineering and Faculty of Commerce and Economics program offered at the University of New South Wales.

Anne Junor

- Deputy Director, Industrial Relations Research Centre (IRRC), The University of New South Wales (IRRC); Edited UNSW Studies in Human Resource Management and Industrial Relations in Asia Monograph series; Administered Visiting Scholars program
- Co-organiser (with Dr Peter Sheldon) of School/Centre Seminar Program for 2003.
- Coordinator, 'People Management and Employment Relations' strand of Commerce and Economics Preparatory Program (CEPP) for Indigenous students – January-February 2003-2004.
- Invited panellist, UNSW Staff Development program, Writing Your First Major Research Grant Application, 6 June 2003
- Member, NTEU Branch Executive, UNSW; Delegate, NTEU National Women's Conference 2003, UNSW Academic Staff Representative at NTEU National Council, October 2003
- Organiser, School/IRRC Nvivo Training Day, 8 Dec. 2003
- Acting School Representative, Faculty Education Committee Course and Teaching Evaluation Sub-Committee, 2003
- Member, Faculty of Arts Promotions Committee for Lecturer, 2003

David Kennedy

- Director, Master of Technology Management Program
- Member, Research Centre on Ageing and Retirement

- Member, Editorial Review Board, Cornell Hotel, Restaurant and Administration Quarterly
- Program Chair, Retirement Village Association of Australia National Conference, Canberra, ACT, Australia, November, 2003
- Reviewer for the Cornell HRI Quarterly and the International Journal of Contemporary Hospitality Management
- Reviewer for the Academy of Management Conference and the International Council on Hotel, Restaurant and Institutional Education Conference
- Media interviews
- Courses and careers presentations at high schools
- Member of the Academy of Management, the International Council on Hotel, Restaurant and Institutional Education

David Morgan

- Elected member of the Faculty Standing Committee
- Master of Commerce Coordinator July-Dec
- Member of the Faculty Education Committee and its sub-committee on Admissions July-Dec
- Referee for the Academy of Management Annual Conference in Washington DC
- Australian Liaison Officer of the Management Education Division of the Academy of Management
- External reviewer for new publications for publishers John Wiley & Sons Australia
- Member of editorial group for UNSW Studies in Organisational Analysis, IRRC
- Examined a PhD thesis
- School information lecture visits to several secondary schools
- Member of working party developing IROB workload model
- Member of IROB appointment committee

John O'Brien

- Member, Education Committee of the Faculty of Commerce and Economics
- Elected member of the Standing Committee of the Faculty of Commerce and Economics
- Member of the Postgraduate Admissions Committee of the Faculty of Commerce and Economics
- Member of Editorial Board and Book Review Editor, *The Australian Universities Review*

- Joint-editor, AIRAANZ Review
- Referee: *The Journal of Industrial Relations*; *Historical Studies in Industrial Relations*; *Relations Industrielles*; *Labour History*, *Australian Universities Review*; *Work*, *Organisation and Struggle*: the Seventh National Labour History Conference.
- Vice President (Academic): University of New South Wales Branch of the National Tertiary education Union.
- Member: NSW Executive of the National Tertiary Education Union.
- Member and Archivist, Sydney Gay and Lesbian Choir

Michael Quinlan

- Co-editor, *Economic and Labour Relations Review*
- Editorial Board member, *Labour History*
- International Board member, *Work, Employment and Society*
- Referee for large ARC grants
- Examined three PhD theses
- Refereed manuscripts for journals including *Labour History*, *Journal of Industrial Relations*, *Economic and Industrial Democracy*, and *Safety Science Monitor*
- Gave evidence to Victorian inquiry into clothing outworkers
- Member, NSW Health Department Taskforce on Occupational Violence
- Referee for job/tenure and promotion applications including two at North American universities.
- Did more than a dozen print media, radio and television interviews, most in connection with occupational health and safety

Carol Royal

- UNSW member to Standards Australia main committee on Human Resources
- Committee member Standards Australia HR committee for CEO's and Boards of publicly listed companies.

Gavin Schwarz

- Grievance Officer, School of Industrial Relations & Organisational Behaviour, University of New South Wales
- Executive Board: Special Projects Coordinator, Organizational Development

and Change Division Board, US Academy of Management

- Editorial Board Member *Journal of Organization Change Management*
- Ad-hoc reviewer for *Administrative Science Quarterly*, *Academy of Management Journal*, *Academy of Management Review*, *Organization Science*.
- of Management Conference Reviewer for *Organization Development and Change* division, US Academy of Management Conference
- Reviewer for *Organization Management and Theory* division, US Academy of Management Conference
- Reviewer for *Organization Communication and Information Systems* division, US Academy

Peter Sheldon

- Member of Deputy Vice-Chancellor's working party on professional and business skills development for doctoral students
- Member, Industrial Relations Society, NSW
- Member, Australian Society for the Study of Labour History
- Member, Editorial Board, *International Journal of Business Studies*
- Member, Organisational Behaviour Teaching Society

Lucy Taksa

(i) University:

- Director of the Industrial Relations Research Centre (IRRC), Faculty of Commerce and Economics
- Editor, UNSW Studies in Organisational Analysis and Innovation, IRRC
- IROB representative to Faculty Standing Committee, July-December
- Faculty of Arts and Social Sciences Level C Promotion Committee
- 2002: Member of the Selection Committee for the Emeritus Professor Malcolm Chaikin Scholarship in Commerce/Science in 3 December 2002

(ii) Profession

- Member of Editorial Board and Associate Editor of the refereed journal *Labour History*.
- Corresponding Editor of the *International Review of Social History*, published by Cambridge University Press, United

- Kingdom for the International Institute for Social History, The Netherlands.
- Member of the Editorial Board and Referee for the *Journal of Transport History*, published by Manchester University Press, United Kingdom.
 - Invited by His Honour Lance Wright, President of the NSW Industrial Relations Commission to join the Centenary of Arbitration of NSW 1902-2002 project, organised on behalf of the NSW Industrial Relations Commission.
 - Invited by Dr. Richard Kemp, Faculty of Psychology, UNSW to be a member of a team investigating the impact of front-line policing on behalf of the NSW Police Service
 - Invited by Mr. Rodney Cavalier, the Chair of the NSW Government Sesquicentenary of Responsible Government Project Committee to contribute a biographical chapter on NSW Premier J.S.T. McGowen, 1910-1914.
 - Referee for the *Journal of Industrial Relations*, *Labour History*, *Journal of Transport History*, *Melbourne Historical Journal*, *Australian Historical Studies*.
 - Member of the Australian Society for the Study of Labour History (ASSLH), the Sydney Branch ASSLH, Australian Historical Association, the Oral History Association of Australia, History Council of NSW, Society for the History of Technology (USA)
 - Vice President of the Australian Society for the Study of Labour History
 - Member of the Management Committee and Executive of the History Council of NSW
 - President, History Council of NSW
 - Elected member of the Advisory Council of the Society for the History of Technology, based in the USA
 - September 2002: nominated as a confidential referee for the Faculty of

Commerce and Management/Graduate School of Management Staff Committee, Griffith University, Queensland to provide a report on three applicants for promotion to Lecturer Level C.

- October 2002: external member of a selection committee for a Lecturer in Public History at UTS.

Tracy Wilcox

- Academic Advisor, UNSW Graduate Programs in Business and Technology, for The Innovative Organisation
- Reported to School and Faculty review committees on the need for ethics and corporate social responsibility in postgraduate curricula; in paper *Rethinking FCE Postgraduate Programs*
- Member, Women In University Executive Committee
- Member, Australian Human Resources Institute
- Member, Australian Association for Professional and Applied Ethics
- Member, St James Ethics Centre

Chris Wright

- Editorial Board member, *Labour History*.
- Member, Academy of Management.
- Member, Industrial Relations Society of NSW
- Referee, *Journal of Management Studies*
- Referee, *International Studies of Management and Organization*
- Referee, *Industrial Relations*
- Referee, *Labour History*
- Referee, *Journal of Industrial Relations*
- Referee, *Asia Pacific Journal of Human Resources*

Other External Activities

Aside from their contributions to academic professional development, IROB staff engaged in a number of other external activities including talks to industry and unions, expert contribution of membership of government and community bodies, media interviews, submissions to government inquiries and office holders or unions, committees and, their community organisations.

Anne Junor

- Member, ANZSOG (ANZ School of Government)/AGaRN (Australian Governance and Regulation) Network, which gained seed funding for ARC Research Network grant proposal
- External advisor, Gender Equity Reference Group, Australian Council for Overseas Aid Agencies
- Examiner – PhD thesis, University of Wollongong
- Member, Editorial Board, International Journal of Critical Realism
- Journal Referee - Labour and Industry, Journal of Industrial Relations, Australian Bulletin of Labour, Economic and Labour Relations Review, International Employment Relations Review, International Journal of Critical Realism
- Member, Academic and Professional Associations - Australian Association for Research in Education, Australia and New Zealand Academy of Management, Australian Human Resources Institute, Association of Industrial Relations Academics of Australia and New Zealand, Australian Society of Heterodox Economists, Conference of Socialist Economists, UK, Industrial Relations Society, Institute of Public Administration Australia, International Association for Critical Realism, Labour History Society
- Member, Community Organisations - APHEDA Union Aid Abroad, Australians for Native Title and Reconciliation, Friends of the ABC, NSW Refugee Action Coalition, Oxfam/Community Aid Abroad

Michael Quinlan

- Research Advisory Panel, National Occupational Health and Safety Commission (2001 onwards)

- Member, Taskforce on the Prevention and Management of Violence in the Health Workplace, NSW Department of Health, 2001 onwards.

Lucy Taksa

- Member of the Equal Opportunity Division of the NSW Administrative Decisions Tribunal
- Member of the selection panel for the NSW Premier's American History Scholarships for secondary school teachers
- Consultant to the Sydney Harbour Foreshore Authority on its Migration Heritage Project, which has culminated in an education kit for NSW schools entitled: Greasing the Wheels.
- Advisor to the NSW Migration Heritage Centre (NSW Premier's Department) on its industrial migration heritage project, Cultureworks
- Member of the NSW Heritage Council History Advisory Panel.
- August 2002: invited by the RTA to provide a statement on the significance of its aerial photographic archival collection.
- 15 August 2002: External Member of Heritage Office of NSW Selection Panel for a Senior Heritage Officer Position.
- 5 September 2002: Invited to become a member of the newly formed National Archives Sydney Consultative Forum.
- November 2002: Invited to join the State Records NSW Steering Committee for the Administrative History of the NSW Government, Volumes 1-3.
- 17 April 2002: interviewed by Geraldine Doogue on the impact of technology on time, management and working life for ABC RadioNational – Life Matters Program

OTHER ACTIVITIES

Administrative Duties 2003

The School offers sincere thanks to all staff members for their contributions to school administration in the following areas:

	Session 1	Session 2
Alumni Networks Coordinator	Carol Royal	Carol Royal
Annual Report Editor	Diane Fieldes	Diane Fieldes
Arts Faculty Representative	Anne Junor	Anne Junor
Associate Professorial Qualifications Committee	Lucy Taksa	Lucy Taksa
CEPP	Anne Junor	
Chair, School Meeting	Diane Fieldes	Diane Fieldes
Deputy Director IRRC	Ian Hampson Anne Junor	Ian Hampson Anne Junor
Disability Officer	Tracy Wilcox	Tracy Wilcox
Faculty Education Committee (2)	Chris Wright (Voter) Peter Sheldon	Chris Wright (Voter) Peter Sheldon
Faculty MCom Development Group (MDG)	Chris Wright	Chris Wright
Faculty Research Committee (2)	Michael Quinlan Ian Hampson	Michael Quinlan Ian Hampson
Faculty Standing Committee (3)	Lucy Taksa, John O'Brien Carol Royal	Lucy Taksa, John O'Brien Carol Royal
Faculty MCom Development Group	Chris Wright	Chris Wright
Faculty Postgraduate Innovation Group	Chris Wright	Chris Wright
Grievance Officer (♂♀)	Gavin Schwarz Sarah Gregson	Gavin Schwarz Sarah Gregson
Honours Coordinator	Sarah Gregson	Sarah Gregson
HOS	Philip Bohle	Lucy Taksa
HOS (Associate)	John O'Brien	John O'Brien
IRRC Director	Lucy Taksa	Lucy Taksa
Liaison with External Societies (IR Soc, AHRI)	Peter Sheldon	Peter Sheldon
Library Liaison Committee	Diane Fieldes	Diane Fieldes
Master of Information Systems Liaison & Course Dev.	Lucy Taksa Loretta O'Donnell	Peter Sheldon Lucy Taksa
MCom Task Group – Integrated Core	Chris Wright	Chris Wright
MCom Task Group – Professional Skills	Peter Sheldon	Peter Sheldon
MTM Program Director	David Kennedy	Chris Wright
PG Coursework Coordinator	Chris Wright	Chris Wright
PG Research Co-ordinator	Ian Hampson	Ian Hampson
Professorial Qualifications Committee	Philip Bohle	Philip Bohle
School Safety Officer	Sarah Gregson	Sarah Gregson
Seminar Coordinator	Gavin Schwarz Anne Junor (IRRC)	Gavin Schwarz Anne Junor (IRRC)
UG Studies Coordinator	Peter Sheldon	Peter Sheldon
URIG	Peter Sheldon	Peter Sheldon