MGMT5700
MANAGEMENT, WORK AND ORGANISATION
Session 1, 2005

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Consultation time: anytime, but by appointment
SUBJECT OVERVIEW AND APPROACH TO LEARNING

In this subject, we discuss a range of theories and concepts that have been developed by various scholars to explain the management of labour and employment within workplace organisations. We will use these theoretical frameworks to consider and interpret recent developments in labour management strategy, institutional, technological and marketplace contexts, and organisational behaviour.

Adopting a critical approach, our discussions will focus on the perennial concerns of managers and employees in their day-to-day interactions and analyse the impact of a range of personnel policies and organisational changes that affect the employment relationship. Topics and themes we will cover include:

- The changing nature of work and the development of labour management thought
- The meaning(s) and impact of Human Resource Management
- The changing industrial relations regulatory context and the role of the state
- Trade union influence
- Managing Diversity, leadership and empowerment in organisations
- Ethics and fairness in the management of people
- Remuneration and performance management
- Globalisation

PURPOSE:

Management, Work and Organisation is a disciplinary core subject in the Master of Commerce program offered by the Faculty of Commerce and Economics. The purpose of this subject is to offer a multidisciplinary introduction to the study of labour management, work organisation and employment relations for those whose previous studies have been in fields other than commerce and business management. You can do Management, Work and Organisation either as a ‘stand alone’ introduction to these issues or as a ‘gateway’ to one or more of the disciplinary streams offered by the School of Organisation and Management, which are: Human Resource Management, Organisation and Management Studies, Business Strategy and International Business.

LEARNING OUTCOMES:

Successful completion of this subject should enable you to:

- acquire a solid theoretical and practical perspective on human resource management, industrial relations and organisational behaviour
- develop a facility for critical analysis of theories, models, and paradigms in the social sciences
- have an understanding of work processes within organisations, so that you acquire an enhanced ability to influence these processes in an informed manner
- develop research, writing and speaking skills necessary for work, life and further postgraduate study
- strengthen key competencies in group participation, oral and written communication and persuasion, critical thinking, problem-solving, information processing and planning
SUBJECT ADMINISTRATION AND STUDENT RESOURCES

It is a subject requirement that you attend a 1½ hour lecture and a 1½ hour seminar each week. Seminar allocations will be administered during the lecture in Week One.

Lecture time: Monday 6.00-7.30pm, CE 101

Lecture and seminar timetable

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Lecture Topic</th>
<th>Seminar Topic</th>
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<tbody>
<tr>
<td>1</td>
<td>26 July</td>
<td>Introduction to subject</td>
<td>No seminars</td>
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<tr>
<td>2</td>
<td>2 August</td>
<td>What do managers do and how might we explain their actions?</td>
<td>Greetings, administration and discussion of introductory reading</td>
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<td>3</td>
<td>9 August</td>
<td>History of modern labour management thought</td>
<td>Managerial work</td>
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<tr>
<td>4</td>
<td>16 August</td>
<td>Human resource management – a break with the past?</td>
<td>History of modern labour management thought</td>
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<td>5</td>
<td>23 August</td>
<td>Managing in context – changing employment regulation</td>
<td>Human resource management – a break with the past?</td>
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<td>6</td>
<td>30 August</td>
<td>Unions – past and present</td>
<td>Managing in context – changing employment regulation</td>
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<td>7</td>
<td>6 September</td>
<td>Conflict, control, power and resistance</td>
<td>Unions – past and present</td>
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<tr>
<td>8</td>
<td>13 September</td>
<td>Pay and Performance</td>
<td>Conflict, control, power and resistance</td>
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<tr>
<td>9</td>
<td>20 September</td>
<td>Leadership and empowerment in organisations</td>
<td>Pay and Performance</td>
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<td>10</td>
<td>4th October</td>
<td>Public Holiday – no classes</td>
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<tr>
<td>11</td>
<td>11 October</td>
<td>Managing Diversity in organisations</td>
<td>Leadership and empowerment in organisations</td>
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<td>12</td>
<td>18 October</td>
<td>Case Study: a thematic analysis of the service sector</td>
<td>Managing Diversity in organisations</td>
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<tr>
<td>13</td>
<td>25 October</td>
<td>Ethics and globalisation</td>
<td>Case Study: a thematic analysis of the service sector</td>
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<td>14</td>
<td>1 November</td>
<td>Subject examination (6-8pm)</td>
<td>MWO Social (from 8pm – optional)</td>
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**SUBJECT READINGS:**

Because this subject covers such a wide introductory area, there is no prescribed textbook, although chapters from several popular texts are listed as recommended readings. You are encouraged to read widely and should not feel that reading one or two textbooks will be sufficient to gain a full appreciation of the material discussed. However, you may find it useful, but should not feel obliged, to purchase:


and/or


**STUDY KIT:**

Some key readings for each seminar have been reprinted in a **study kit** that is available from the UNSW Bookshop. This kit covers important themes and debates discussed in the subject but it is vital that you supplement these sources with material acquired through independent reading and research, using this outline as a guide.

In addition, some readings for each week’s topic[s] can be accessed from **Open Reserve**. You will be expected to demonstrate initiative in locating further reading material relevant to the topics that you have chosen to research. In addition, as with all subjects that are concerned with the world of work, keeping up with current events and debates is of enormous value. Important insights can be gained from:

- Daily newspapers and political and economic magazines
- Television and radio news programmes
- Quality current affairs programmes, such as *Sunday* and the *7.30 Report*

Current events will be regularly incorporated into class discussion. Don’t feel left out!

**STUDENT REQUIREMENTS AND ACCOUNTABILITIES**

Before beginning the subject, make sure that you have enough time in your schedule to attend lectures and seminars regularly. It is estimated that successful completion of this subject will involve the expenditure of **approximately 10-12 hours per week** to attend classes, complete the required readings and prepare written assignments. While the lecturer understands that *occasional* work/family commitments will clash with classes, these should not create permanent barriers to attendance.

**LECTURE PARTICIPATION: 1½ HOURS PER WEEK**

Lectures are a crucial element of the learning process in this subject. They outline the conceptual orientations necessary for coming to terms with the themes and issues dealt with in each weekly topic. Marks are not awarded for attendance, but non-attendance quickly begins to negatively affect your performance in the subject.

**PLEASE NOTE:** this subject is not offered in distance-learning mode and the lectures are not taped.
SEMINAR PARTICIPATION: 1½ HOURS PER WEEK

The ability to work in teams, debate ideas and present material to an audience are important graduate attributes that are highly regarded in the wider community and are basic tools of trade for professional employment. The seminar experience offers you a useful opportunity to refine these skills in a supportive peer group context. Through seminar participation, you will have the opportunity to exchange ideas, build logical arguments and express informed opinions on the themes and issues canvassed by the subject. In this way, it is hoped that you will develop your ability to think critically, debate ideas, work in groups and give oral presentations.

TO PASS IROB5700, YOU MUST ATTEND 80 PER CENT OF SEMINARS

SUBJECT ASSESSMENT AND WEIGHTINGS:

<table>
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<tr>
<th>Assessment Component</th>
<th>Weighting</th>
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<tr>
<td>Seminar attendance, preparation and participation:</td>
<td>30%</td>
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<tr>
<td>Written summary:</td>
<td>10%</td>
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<td>Essay:</td>
<td>40%</td>
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<td>Exam:</td>
<td>20%</td>
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Seminar attendance, preparation and participation: 30%

Seminars have three main aims:

- They provide the opportunity for you to examine an issue in some depth
- They give you the opportunity to compare and contrast the approaches, arguments and conclusions of different scholars
- They provide a systematic way of coming to terms with the issues dealt with week by week

The seminar will also provide you with an opportunity to work in groups, collaborating closely within that group, and then sharing the results of that collaboration with the rest of the class.

Seminar topics relate to the preceding week's lecture. This format will give you an opportunity to think about the issues raised in lectures and to do the required reading before the seminar.

No out-of-class group-based preparation is required but, in the preceding week, you will be given a group task, for which each of you will need to read and reflect individually. At the beginning of each seminar, your group will be given time to prepare a five-minute presentation, role play or other activity for the rest of the class. At the end of each seminar, your group will complete a peer assessment sheet, where the contributions of each group member can be recorded and handed into the lecturer to form the basis of each student’s attendance, preparation and participation mark.

To do well in this assessment, group members must all play a role in contributing ideas for the group presentation, drafting the presentation and delivering material to the rest of the class. Your ability to work well as a group will also contribute to each student’s individual success. Although the lecturer’s own observations will contribute to the assessment of each student, peer assessment of each student’s contribution will have the most influence on this process.
**Written summary: 10%**

In the Week 4 seminar, you are required to submit a written summary (approximately 1,000 words in length) of one of the Week 4 sources in your reading kit. This summary is a crucial part of the learning process in this subject. Many students have difficulty writing essays to a standard that is acceptable at university – this assessment task is designed to give each student some essay writing advice before they begin to prepare their major essay. The summaries will be examined and returned as soon as possible with a mark out of 10 and comments where applicable. If you do not pass this assessment, you should consult with the lecturer to discuss strategies for improving your next written assignment.

**Major Essay: 40%**

In this assessment task, you are asked to submit an essay to demonstrate your understanding of a significant component of the subject. You will be expected to undertake research, critically evaluate your sources and provide examples to support a consistent argument. As with the written summary, all major essays must comply with the standards outlined in the *Essay and Assignment Guide*. **YOU MUST CONSULT A MINIMUM TEN SOURCES FOR THIS ESSAY.**

**Exam: 20%**

A formal exam will be held in the lecture time of Week 14. Information about the exam will be given in preceding lectures.