

**BMA241**  
**Workplace Relations**

*Semester 2, 2009*

This unit will be offered in:

**Hobart and Launceston**

The lecturing team responsible will be:

**Peter Dixon (Unit Coordinator)**

Room: A245 (Launceston)

Phone: 6224 3329

Email: Peter.Dixon@utas.edu.au

**Karin Dowling**

Room: A206 [Commerce Annexe] (Hobart)

Phone: 6226 2311

Email: Karin.Dowling@utas.edu.au

**<http://www.utas.edu.au/mgmt/student.htm>**

---

## Introduction to the Unit

This unit provides a broad introduction to the study of workplace relations. The design of the unit allows it to meet the needs of those students who intend to pursue further studies in this area, as well as those students who are looking for a general introduction as a one-semester unit. Study of this unit will complement other units in the Human Resource Management and Business Management Majors by introducing students to the context of workplace relations and the challenges of managing the employment relationship.

The unit provides a general outline of the different theoretical approaches to workplace relations. The major actors in the workplace are then introduced – employees and their representatives, employers and their representatives and government. The role of each in managing the employment relationships and regulating wages and conditions is considered. The unit then introduces some contemporary issues which impact upon the management of workplace relations – labour markets, equity and diversity, occupational health and safety, and changing managerial attitudes and strategies. The adequacy and future of the present systems for managing workplace relations will be considered by observing present developments and their possible outcomes. The unit also considers workplace issues within different contexts such as multinational corporations, the public sector and small business. Finally, the unit provides an introduction to workplace bargaining and negotiation processes with particular reference to collective or individual arrangements. Theories of negotiation will be introduced in this context with reference to case examples.

### Enrolment in the unit

Unless there are exceptional circumstances, students should not enrol in BMA units after the end of week 2 of Semester, as the School cannot guarantee:

- that any extra assistance will be provided by the teaching team in respect of work covered in the period before enrolment; and
- that penalties will not be applied for the late submission of any piece or pieces of assessment that were due during that period.

---

## Learning Outcomes

On completion of this unit, you should be able to:

- Define workplace relations and demonstrate how individual perceptions and frames of reference shape and influence attitudes and actions in the workplace.
- Outline the most important characteristics of the main approaches to workplace relations and analyse the strengths and weaknesses of these approaches.
- Critically evaluate the relationship between HRM and workplace relations.
- Critically discuss the business case for family friendly and workforce diversity management policies.
- Discuss the relationship between the labour market and workplace relations.
- Describe the organisation of work in the context of the employment relationship.
- Analyse and explain trends of workplace relations in different contexts.
- Critically discuss the Australian legal framework that relates to industrial relations.
- Analyse the strengths and weaknesses of the new Workplace Relations System with regards to industrial tribunals, and the roles and functions of awards and agreements.
- Explain the roles and functions of industrial tribunals within the system of conciliation and arbitration.
- Describe the Australian industrial relations system by reference to the actors and institutions with which it is comprised.
- Describe and identify the main features and processes in bargaining and negotiation in the workplace.
- Explain how wages and conditions are set in the workplace.
- Describe the most important changes in relation to the industrial relations framework in Australia.
- Apply workplace relations theory to case examples.

---

## Generic Graduate Attributes

The University has defined a set of generic graduate attributes (GGAs) that can be expected of all graduates (see <http://www.utas.edu.au/tl/policies/index.htm>). By undertaking this unit you should make progress in attaining the following attributes:

### Knowledge

- Students will be presented with major theories of the employment relationship as the basis for their understanding of workplace relations and this will be extended by the use of case studies.
- Students will explore the application of the major theories of the employment relationship to a number of issues concerning the rights and obligations of employers and employees, the protection of employees, and the responsibilities of organisations to their employees and other stakeholders.
- Students will be encouraged to acquire and develop competency in managing workplace relations and to be able to explain the importance of this competency to others.

### Communication Skills

- Students will be required to demonstrate an ability to use effective oral communication skills both in tutorials and a negotiation exercise.
- Students will be required to gather information from a range of sources and present well-reasoned arguments in a logical and coherent manner.
- Students' written communication skills will be enhanced through case studies, an essay and a final examination.
- Students will develop their interpersonal skills through working effectively with others, engaging in class discussions and listening to and providing feedback to their peers.

### Problem Solving Skills

- Students will develop practical problem solving strategies in resolving workplace relations issues.

### Global Perspective

- Students will demonstrate a global and cross-cultural perspective to workplace relations by considering workplace relations in different contexts and within Australia's diverse workforce.

### Social Responsibility

- Students will be encouraged to act ethically, with integrity and social responsibility in the management of workplace relations.

---

## Prerequisites

BMA101 Introduction to Management and BMA1/221 Management of Human Resources.

---

## Texts

### Prescribed Text

Sappey, R., Burgess, J., Lyons, M., & Buultjens, J. 2009. *Industrial relations in Australia: Work and workplaces*. (2<sup>nd</sup> ed.) Frenchs Forest, NSW: Pearson Education Australia.

## School Publications

Students must obtain the following electronic publications which are available from the School of Management website:

<http://www.utas.edu.au/mgmt/student.htm>

*Writing Assignments: A Guide*

*Referencing Style Manual*

---

## Recommended Reading

The publications listed below are highly recommended for further reading on the topics covered in the unit.

### Books

ACIRRT, 1999. *Australia at work*. Sydney: Prentice Hall.

Alexander, R. & Lewer, R. 2008. *Understanding Australian industrial relations* (7<sup>th</sup> ed.). Southbank: Thomson Learning.

Bray, M., Waring, P., & Cooper, R. 2009. *Industrial relations: Theory and practice*. Sydney: McGraw-Hill Australia.

Costa, M. & Hearn, M. 1997. *Reforming Australia's unions*. Sydney: The Federation Press.

Dufty, N. & Fells, R. 1989. *Dynamics of industrial relations in Australia*. Sydney: Prentice Hall.

Gardner, M. & Palmer, G. 1997. *Employment relations* (2<sup>nd</sup> ed.). Melbourne: Macmillan.

Gollan, P. 1997. *Employee relations in the press*. Melbourne: Longman.

Holdsworth, W. 1987. *Advocacy and negotiation in industrial relations* (3<sup>rd</sup> ed.). Sydney: The Law Book Co. Ltd.

Keenoy, T. & Kelly, D. 1998. *The employment relationship in Australia* (2<sup>nd</sup> ed.). Sydney: Harcourt-Brace.

Kitay, J. & Lansbury, R. (Eds.). 1997. *Changing employment relations in Australia*. Melbourne: Oxford University Press.

Morehead, A., Steele, M., Alexander, M., Stephen, K. and Duffin, L. 1997. *Changes at work*. Melbourne: Longman.

Morris, R., Mortimer, D. & Leece, P. 1999. *Workplace reform and enterprise bargaining: Issues, trends and cases* (2<sup>nd</sup> ed.). Sydney: Harcourt-Brace.

Mortimer, D., Leece, P. & Morris, R. (Eds.). 1998. *Readings in contemporary employment relations* (Revised ed.). Sydney: Harcourt Brace.

Nolan, D. (Ed.). 1998. *The Australasian labour law reforms*. Sydney: The Federation Press.

Teicher, J., Holland, P., & Gough, R. (Eds.) 2006. *Employee relations management: Australia in a global context*. (2e). Frenchs Forest: Prentice Hall.

Wooden, M. 2000. *The transformation of Australian industrial relations*. Sydney: The Federation Press.

## **Journals and Periodicals**

Apart from books, you will find it valuable to get into the practice of reading relevant articles from journals and periodicals (including newspapers and magazines). The following list is not exhaustive but given as a starting point to guide your reading.

Newspapers and business magazines:

*Australian Financial Review*

*Business Review Weekly*

*Sydney Morning Herald*

*The Age*

*The Australian*

Academic journals:

*Asia Pacific Journal of Human Resources*

*British Journal of Industrial Relations*

*Employee Relations*

*European Journal of Industrial Relations*

*Industrial and Labor Relations Review*

*Industrial Relations Journal*

*Journal of Industrial Relations*

---

## **Flexible Learning: MyLO**

MyLO software has been incorporated into the delivery of this unit to enhance the learning experience by providing access to up to date course materials and by allowing for online discussion through this web-based environment.

To access MyLO from your own computer you will need the appropriate software, and hardware to run that software. See **Learning Online** <http://uconnect.utas.edu.au/> for computer software you will need.

**Note:** Older computers may not have the hardware to run some of the required software applications. Contact your local IT support person or the Service Desk on 6226 1818 if you experience difficulties.

## **Privacy Policy and Notice**

The School of Management takes the utmost care to protect the privacy and security of your personal information and to ensure its accuracy.

If you have any concerns about your privacy in MyLO please contact the lecturer-in-charge of this unit or view the University of Tasmania MyLO Privacy Policy Statement available from the university website on <http://www.utas.edu.au/coursesonline/privacy.htm>.

---

## Assessment

In order to pass this unit you must achieve an overall mark of at least 50 per cent of the total available marks. Details of each item of Coursework are provided in the Assignment Topics section.

Method of Assessment	Value	Due Date	Length*
<b>Coursework</b>			
Case Studies	15	27 July – 21 August 2009	500 words each
Assignment	20	21 September 2009	2,000 words
Negotiation Exercise	10	Week 11	20 minutes
<b>Examination</b>	55	Exam Period	3 hours
Total Marks	100		

\* **Word Limit:** The word count includes such items as in-text references and quotes. It **does not** include the reference list at the end of the assignment.

## Study Week

All undergraduate units offered by the School of Management are scheduled to include a Study Week. The dates for this Semester are shown in the attached Study Schedule.

The purpose of the Study Week is to allow students an opportunity to consolidate their studies thus far, and to research coming assignments.

## Examination

### *Format*

The three (3) hour closed book examination is worth fifty five (55) per cent of the total marks. The examination will be designed to test your knowledge and understanding of the broad concepts of workplace relations and how they relate to current issues and will cover the entire syllabus.

Part A of the Exam will comprise a Case Study worth 15 marks. Part B of the Exam will consist of six questions from which you will be asked to answer any four. Each question is worth 10 marks.

Questions in Part B will be taken from the 'Tutorial Questions' and 'Research and Class Discussion Tasks' in your textbook (Sappey et al., 2009)

### *Scheduled date and place*

Your final examination for this unit will be held during the scheduled examination period as indicated by Student Administration in correspondence to you.

Examinations will normally be scheduled Monday to Saturday inclusive. Examinations may be held during the day or evening and students should consult the university information, which will be made available towards the end of semester.

You are advised to make any necessary arrangements with employers now for time off during examination period to sit this examination. Your participation at the scheduled time is not negotiable unless there are exceptional circumstances.

**Note that you will be expected to sit the examination at your recorded study centre.**

### ***Supplementary Examination***

Except in special circumstances and on the recommendation of the lecturer-in-charge or the Head of School, a student who fails will not be granted a supplementary examination.

## **Special Consideration and Student Difficulties**

### **Special Consideration and Student Difficulties**

If a student is experiencing difficulties with their studies or assignments, have personal or life planning issues, disability or illness which may affect their course of study, they are advised to raise these with their lecturer in the first instance. Students may also contact the Student Adviser, who will be able to help in identifying the issues that need to be addressed, give general advice, assist by liaising with academic staff, as well as referring students to any relevant University-wide support services. The Student Adviser is located in room 318a in the Commerce Building in Hobart and is contactable by phone on 6226 1916. In Launceston the Student Adviser is located in room A168 in Building A and is contactable by phone on 6324 3312. There is also a range of University-wide support services available including Student Services, International Services and Learning Development. Please refer to the *Current Students* homepage at:  
<http://www.utas.edu.au/students/index.html>

Should a student require assistance in accessing the Library, visit their website for more information at  
<http://www.utas.edu.au/library/>

Students who have completed their examinations and who feel that they have been disadvantaged due to illness or other circumstances affecting their study may fill out a form to request that their lecturer takes this into consideration when marking the examination. Forms should be submitted directly to the relevant school, accompanied by appropriate supporting documentation, as soon as possible after the completion of the examination. Granting of special consideration is at the discretion of the lecturer and school. The relevant form can be found at the following website:  
[http://www.studentcentre.utas.edu.au/examinations\\_and\\_results/forms\\_files/index.htm#eits](http://www.studentcentre.utas.edu.au/examinations_and_results/forms_files/index.htm#eits)

Students with a non-English speaking background may be permitted to take a bilingual dictionary into an exam. This dictionary must not be annotated, that is, it must have no notes written in it. In order to use a bilingual dictionary, students must request permission from the Student Centre.

---

## **Submission of Coursework**

### **Lodging Coursework**

All Coursework must have the School of Management Assignment Cover Sheet and Title Page attached. Both of these are available as a blank template from the School of Management website:  
<http://www.utas.edu.au/mgmt/student.htm>

**All assignments must include the tutor's name on the assignment Cover Sheets when they are handed in. If this is not done the assignment will not be accepted and therefore marked.**

Please remember that you are responsible for lodging your Coursework on or before the due date. We suggest you keep a copy. Even in the most 'perfect' of systems, items sometimes go astray.

Note that you may also be required to submit an electronic copy of your Coursework. More details of this will be given in Lectures.

*Hobart students:* Lodge in assignment box at room 316, Commerce & Economics Building.

*Launceston students:* Lodge in assignment box beside room A170.

**All coursework must be handed in by 2.00 p.m. on the due date.**

## **Late Coursework**

### ***Written Work***

Extensions will only be granted on medical or compassionate grounds and will not be granted because of work or other commitments. Requests for extensions should be **made in writing** to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information, which justifies the extension sought.

**Late assignments, which have not been granted an extension, will at the lecturer's discretion, be penalised by deducting ten per cent of total marks for each full day overdue.**

Assignments submitted more than six days late will normally not be accepted by the lecturer-in-charge.

### ***Tests***

Students who are unable to sit a test on medical or compassionate grounds (work or other commitments are not considered 'compassionate grounds') may request that they be permitted to submit alternative Coursework.

Please do not expect a special test to be held for you if you choose to go on holidays or undertake other activities on the scheduled date. If you do need to request alternative Coursework, you should do so in writing to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information, which justifies the request. The telephone number of the doctor should also be included.

## **Return of Coursework**

Coursework will be returned during classes or it can be collected from the lecturer's or tutor's room at nominated times; it will not be available from the School's offices.

## **Plagiarism**

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own, for example:

- using an author's words without putting them in quotation marks and citing the source;
- using an author's ideas without proper acknowledgment and citation; or
- copying another student's work.

**If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor** for relevant referencing guidelines, and the academic integrity resources on the web at <http://www.utas.edu.au/tl/supporting/academicintegrity/index.html>.

The intentional copying of someone else's work as one's own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University. Details of penalties that can be imposed are available in the Ordinance of Student Discipline—Part 3 Academic Misconduct, see <http://www.utas.edu.au/universitycouncil/legislation/ord9.pdf>

**The University reserves the right to submit (or to require you to submit) assignments to online plagiarism detection software, and might then retain a copy of the assignment on its database for the purpose of future plagiarism checking.**

### **Occupational Health and Safety (OH&S)**

The University is committed to providing a safe and secure teaching and learning environment. In addition to specific requirements of this unit you should refer to the University's policy at:  
[http://www.admin.utas.edu.au/hr/ohs/pol\\_proc/ohs.pdf](http://www.admin.utas.edu.au/hr/ohs/pol_proc/ohs.pdf)

---

# Tutorial Program

## Tutorial Questions for Discussion (taken from Sappey et al, 2009)

Note that the tutorial program does not start until Week 2 of semester.

### *Week 2—Chapters 1 & 2*

1. Explain the main differences between unitarism and pluralism. To what extent and how could the two be reconciled?
2. Select an organisation you have worked for (or still work for) and prepare the following items for discussion:
  - Outline your holiday entitlements, sick leave and rate of pay when you have to work on the weekend or at night.
  - Identify the decision-making process for when (days and times) and where (location) you work and what tasks you do. Who makes these decisions and what factors do you think are used to make them?
  - Explain how the tasks in your job are organised. Identify what methods of control are used to ensure that the work is done. Can you identify and explain what workers do to resist any of these controls?
3. How do workplace relations and human resource management differ? How, and to what extent, can human resource management and industrial relations be practised simultaneously?

### *Week 3—Chapters 4 & 5*

1. Explain the concepts of numeric and functional flexibility.
2. Why are there more jobs than suggested by official employment estimates?
3. What is the relationship between the organisation of work and the employment relationship?
4. Outline the main types of control systems. Provide examples of how one may be used and how a combination may be used.

### *Week 4—Chapter 7*

1. Terms of a contract can be implied by fact or by law. What is the difference?
2. Should the primary remedy for an unfair dismissal be reinstatement/re-employment or compensation? Why?
3. Pre-contractual negotiations: Task 1 p. 215 (Sappey et al, 2009).

### *Week 5—Chapter 8*

1. In what ways is the Rudd Labor Government's industrial relations policy different from WorkChoices?
2. What role did state award have under WorkChoices? How will this change (if at all) under the Forward with Fairness industrial relations policy?
3. Awards: Task 1 p.250 (Sappey et al, 2009).

### *Week 6—Chapter 9*

1. What is the relationship between federal awards, collective agreements and AWAs (a) before the operation of WorkChoices, and (b) after WorkChoices
2. Assess the merits of 'good faith' bargaining under Forward with Fairness.
3. Collective Agreements: Task 2 p.282 (Sappey et al, 2009)

### ***Week 7—Study Week***

### ***Week 8—Chapter 11***

1. Why may wage rates differ between workers performing the same job within the one organisation?
2. Explain the following wage concepts: nominal wage, take-home wage, and labour cost. How do they differ?
3. Why is it difficult to link wage increases to productivity increases?

### ***Week 9—Chapters 12 & 3***

1. Outline reasons for and against superannuation.
2. To what extent do current provisions in awards and agreements relating to standard hours of work facilitate or hinder new forms of working such as telecommuting?
3. Explain the concept of managing diversity at the workplace.

### ***Week 10—Chapter 10***

1. What have been the causes of union membership decline in Australia since the 1980s? What are the three best strategies that trade unions can use to halt this decline?
2. Why do employees join unions?
3. Why do employer associations sometimes have greater difficulty than unions in achieving solidarity?
4. Examine the website content of two unions and compare and contrast the issues of relevance to each organisation.

### ***Week 11***

Negotiation exercise.

### ***Week 12—Chapter 6***

1. Should governments outsource services to the private sector? Outline both sides of the argument.
2. Outsourcing: Case study 6.1 pp. 170-173.
3. Do you agree with the view that small businesses provide harmonious workplaces? Justify your answer.

### ***Week 13—Chapter 13***

1. How can reward systems be used to promote OHS?
2. Who has the most responsibility for determining satisfactory OHS outcomes in an organisation?
3. Discuss the reasons for companies neglecting their OHS obligations.

---

## Assessment

### Assignment: Case Studies

*Due Date:* 27 July – 21 August 2009

*Length:* 500 words each

*Value:* 15 marks (5 marks each)

You are required to complete **three (3) case studies** from the list below. Each case study option is related to the topics covered in weeks 1 – 5. You can access all of the case studies in your textbook.

<b>Case Study</b>	<b>Page No. (Sappey et al., 2009)</b>	<b>Due Date</b>
1.1 OR 2.2	p.26 OR pp.49-50	27 July
7.1	p. 214	10 August
9.1	pp.279-281	21 August

### *Presentation of Case Studies*

Write answers to each question, numbering your responses. You do not require additional references unless citing the work of other authors.

The left-hand margin must be at least 2.5cm wide to allow for marker's comments.

All assignments must be **double spaced** to allow for marker's comments.

All pages (except cover page if there is one) must be **numbered**. Use only one side of the paper. Fasten pages securely in the top left-hand corner.

## **Assignment: Essay**

*Due Date:* Monday 21 September 2009

*Length:* 2,000 words

*Value:* 20 marks

### ***Requirement***

You are required to write an essay on one of the four topics listed below. For assistance with essay writing, refer to <http://www.learningsupport.utas.edu.au/Resources/essays.htm>

### ***Essay Questions:***

1. *Management and Workplaces*  
Critically review the relationship between human resource management and industrial relations.
2. *Pay*  
'A decentralised wage determination system will improve economic performance'. Discuss.
3. *Legal Framework*  
Are the rights and duties of the employer and employee in an employment relationship balanced, or does one party have more rights than the other?
4. *Working conditions*  
Describe and critically evaluate the operation of the main forms of performance management in awards and agreements.

### ***Presentation***

The left-hand margin must be at least 2.5cm wide to allow for marker's comments.

All assignments must be **double spaced** to allow for marker's comments.

All pages (except cover page if there is one) must be **numbered**. Use only one side of the paper. Fasten pages securely in the top left-hand corner.

### ***References***

You are required to use **a minimum of eight (8) references** from a range of relevant texts and academic journals. It is expected that **at least five (5) references** will be from academic journals. Unless accessing statistical data or information to provide examples in Australian organisations, please refrain from using material sourced from the internet. (NB This does not exclude you from referring to e-journals accessed through the library database.)

### *Marking criteria*

Your assignment will be graded taking into account the extent to which you have:

- answered the question set, kept to the topic and covered only relevant issues;
- expressed other people's ideas in your own words and gone beyond what they have said on the topic by integrating a range of literature;
- demonstrated that you understand the statement, the issues it covers and the debates it gives rise to;
- taken a critical orientation to the argument put by the statement that recognises, considers and weighs-up competing viewpoints;
- shown in the content of your essay that you have read the relevant literature;
- structured your essay into a clear flow of argument or reasoning that makes sense and is persuasive;
- been clear and concise in your expression;
- paid attention to the rules of writing in relation to paragraphing, punctuation, spelling, etc.;
- appropriately cited references;
- kept to the approximate word length; and
- gone beyond mere description.

Marks will be allocated as follows:

Presentation and structure (incl. spelling, grammar, essay structure)	15%
Research and referencing	15%
Discussion of key concepts	30%
Critical analysis of key concepts	35%
Word limit	5%
TOTAL	100% (20 marks)

## Negotiation Exercise

*Due Date:* Week 11

*Length:* 20 minutes

*Value:* 10 marks

The Negotiation Exercise will take place during tutorials in Week 11. The task involves students working in teams of at least three (3). Depending on the size of the tutorial teams may be comprised of up to five (5) students, however, this is at the discretion of the tutor. Each team will be negotiating a potential solution to a workplace issue.

Each team will be provided with general background briefing notes that summarise the essential facts concerning the workplace issue. As a team may represent either management or employees and/or their representative union, students will receive private background briefing notes containing additional matters that relate to management and the employee/representative union.

Each team will have twenty (20) minutes to conduct the negotiation.

All members of a team will achieve the mark that is awarded to that team. If team members did not contribute to the work of the team, students may apply to the tutor to not award marks to those non-contributors.

It is a matter for each team to assign roles to each team member and it is the responsibility of the team to ensure equity in participation. Some possible roles *could* include:

- *Researcher*: collects and summarises information from various sources that may be of use in preparing for the negotiation.
- *Writer*: compiles a draft of the anticipated negotiation.
- *Negotiator*: carries out the negotiation.
- *Summariser*: handles team progress reports when required.
- *Encourager/leader*: monitors team performance. Encourages participation and informs the tutor of any problems the team is experiencing.

It is not expected nor is it necessary for all members of the team to participate in the verbal negotiations. Teams may decide to delegate this task to one or more of their number. The overall intention, however, is that the negotiation and its preparation is a whole team effort.

Teams will be formed and assigned their roles and cases during the lecture in Week 9. Students may care to consult amongst themselves between now and Week 9 with a view to forming teams.

Further information concerning the procedures to be followed for the exercise and marking criteria will be posted to MyLO during Week 9 and discussion of this exercise will take place in the lecture in Week 9.

# Study Schedule

Semester 2, 2009

Week	Start of Week	Text Chapter	Topic	Due Dates
1	13 July	1 & 2	Introduction to workplace relations, management and workplaces	
2	20 July	4 & 5	The labour market and the organisation of work	
3	27 July	7	The legal framework	Case 1.1 or 2.2 due 27 July
4	3 August	8	The tribunal system	
5	10 August	9	Awards and agreements	Case 7.1 due 10 August
6	17 August	11	Pay	Case 9.1 due 21 August
7	24 August	School of Management Study Week 24 August—28 August		
Mid-Semester Break 31 August—4 September				
8	7 September	12 3	Working conditions Managing diversity	
9	14 September	10	Unions and employer associations	
10	21 September	Appendix 2 Supplementary material	Negotiation & conflict resolution	Essay due 21 Sept
11	28 September	6	Industrial relations in different contexts	Negotiation exercise
12	5 October	13 (part)	Occupational health and safety	
13	12 October	14	Conclusion	
Exam Period 24 October–10 November				
A Calendar/Study Planner showing dates is available from School of Management website at <a href="http://www.utas.edu.au/mgmt/student.htm">http://www.utas.edu.au/mgmt/student.htm</a> .				