Tasmanian School of Business and Economics

BMA217
THEORIES OF WORK AND ORGANISATION

Semester 2, Year 2018
Unit Outline

Rob Macklin
**CONTACT DETAILS**

**Unit coordinator**

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NOTICE

This Unit Outline refers to the Unit Outline Essential Information resource which includes information, policies and requirements relevant to this unit. You must read the Essential Information resource as it is considered part of this Unit Outline.

WHAT IS THE UNIT ABOUT?

Unit description

This unit of study builds on foundational concepts introduced in BMA121 Managing People at Work. You will be introduced to a range of theoretical perspectives that have influenced the development of the Human Resource Management (HRM) and Industrial Relations (IR) disciplines. Classical and modern theories of work and organisation are introduced, leading to a broad overview of the evolution of the two disciplines and their underpinning theoretical frameworks.

Theoretical material will be embedded through an analysis of various contemporary challenges confronting stakeholders in the employment relationship. Through contrasting, lenses you will consider current issues in the workplace.

Activities and assessment tasks in the unit are designed to develop and extend independent and critical thinking, develop the capacity to consider multiple perspectives on workplace issues, enable students to identify contemporary issues in HRM and IR and provide the skills necessary to complete the third-year units in the HR major.

Intended Learning Outcomes

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

1. Explain, analyse and compare theories, and perspectives related to work and organisation.
2. Think critically and analyse work issues and cases to provide evidence-based recommendations
3. Present and justify independent and group expositions of knowledge

Alterations to the unit as a result of student feedback

The text for the unit has been changed for this year and the readings have been streamlined.

Prior knowledge &/or skills

BMA121 Management of Human Resources/Managing People at Work.
HOW WILL I BE ASSESSED?

Assessment schedule

<table>
<thead>
<tr>
<th>Assessment task</th>
<th>Date due</th>
<th>Percent weighting</th>
<th>Links to Intended Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assessment Task 1:</strong> Just in Time Teaching (Quiz)</td>
<td>Midnight each Sunday</td>
<td>10%</td>
<td>1, 2, 3</td>
</tr>
<tr>
<td><strong>Assessment Task 2:</strong> Group Case/News Presentation &amp; Peer Review</td>
<td>2 times (each) during the semester</td>
<td>40%</td>
<td>1, 2, 3</td>
</tr>
<tr>
<td><strong>Final Exam</strong></td>
<td>Exam Week</td>
<td>50%</td>
<td>1, 2, 3</td>
</tr>
</tbody>
</table>

Assessment details

**Assessment task 1: JITT Quiz**

**Task description**

Each Sunday by midnight (starting week 2) you must complete a multiple-choice quiz related to the readings for that week. Readings include the textbook chapter and any essential online readings in MyLO.

**Measures Intended Learning Outcomes**

1, 2, & 3

**Task length**

10 questions per week for 10 weeks

**Due by date**

Weeks 2-11 inclusive

**Assessment task 2: Group Case Presentation & Peer Reviews**

**Task description**

By week 3 students will be allocated into groups.

**On-campus students:**

- Two times during the semester, your group will have to present an HR/ER case/news analysis and respond to the peer review of your analysis. Allocations for who is presenting when, will be made by week 3.

- Two times during the semester, your group will have to Peer Review a case/news analysis. Allocations for when your group is reviewing will be made in week 3.
Off-campus students:

- Two times during the semester, your group will have to upload an HR/ER case/news analysis in the form of a narrated Power-Point presentation. Allocations for who is presenting when will be made in week 3.
- Two times during the semester, your group will have to Peer Review a case/news analysis. Allocations for who is reviewing when will be made in week 3.

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Measures Intended Learning Outcome:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criterion 1</td>
<td>Presentation shows evidence of research and considered thought. 1, 2, &amp; 3</td>
</tr>
<tr>
<td>Criterion 2</td>
<td>Peer review shows evidence of constructive critical reflection and feedback.</td>
</tr>
</tbody>
</table>

**Task length**

**On-campus students**

Presenting groups: 15 minutes per presentation and 5 minutes to respond to the peer review.

Peer review groups: 10 minutes per peer review.

**Off-campus students**

Presenting groups: the 2 case analyses must be presented as narrated PowerPoints of no more than 15 minutes each. The presentation must be uploaded to the discussion forum.

Presenting groups must respond to the peer reviews of their case analyses on the forum in 150 words (+ - 10%).

Peer review groups: peer reviews must be 500 words (+ - 10%) posted in the discussion forum.

**Due by date**

Group allocation and presentation schedule determined by week 3

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**Assessment Task 3: Final Exam**

<table>
<thead>
<tr>
<th>Description / conditions</th>
<th>Measures Intended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two (2) compulsory essay questions</td>
<td>1, 2, &amp; 3.</td>
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</tbody>
</table>
Learning Outcome

<table>
<thead>
<tr>
<th>Duration</th>
<th>2 hours 15 minutes</th>
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</thead>
<tbody>
<tr>
<td>Date</td>
<td>The final exam is conducted by the Student Centre in the formal examination period (Saturday October 27 - Tuesday November 13). See the <a href="#">Examinations and Results</a> page on the University's website, or access your personal exams timetable by logging into the <a href="#">eStudent Centre - Personal Exams Timetable</a> for specific date, time and location closer to the examination period.</td>
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</tbody>
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WHAT LEARNING OPPORTUNITIES ARE THERE?

**Resources**

**Required readings**


There are also a number of readings that must be completed each week with a weekly assessment task assessing your understanding of these readings. These are located in MyLO, under learning content, in the weekly folders.

**Recommended readings**

To enable you to extend your understanding of work in theory and practice there are a number of useful books and journals you might refer to including:


*Human Relations*

*Work Employment and Society*

*Journal of Business Ethics*

*Organization*

*Organizational Studies*

*British Journal of Management*

*Administrative Science Quarterly*

*Journal of Industrial Relations*
Details of teaching arrangements. This unit is taught in a blended learning mode.

This unit comprises weekly lectures, workshops and online interactions via MyLO (the UTAS learning management system).

**On-campus Students**

Each week you must read the required readings prior to attending the lecture and workshop. The workshops are two hours and it will be assumed you have read all related readings and are prepared to discuss associated topics. Workshops deepen knowledge derived from the readings while beginning the process of skill development in critical thinking, presenting and issue analysis.

**Online Students**

Each week you must reflect on the lecture recordings and readings. Each fortnight, you must participate in online discussion forums where the issues covered in the Hobart workshops will be addressed by your discussion group.

**Specific attendance/performance requirements**

In this unit, your active engagement will be monitored in the following ways.

1. Participation in Just in Time Teaching (JITT) quizzes (Assessment Task 1).
2. Enrolment in presentation and peer review groups as part of the Group Case Presentation & Peer Review assessment item (Assessment Task 2).

If you do not demonstrate evidence of having engaged actively with this unit through these two activities by Week 4 of semester, your enrolment may be cancelled or you may be withdrawn from the unit.

**Unit schedule**

<table>
<thead>
<tr>
<th>WEEK</th>
<th>DATE BEGINNING</th>
<th>TOPIC/ MODULE/ FOCUS AREA</th>
<th>ACTIVITIES</th>
<th>FURTHER INFORMATION</th>
</tr>
</thead>
</table>

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<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Instructions</th>
<th>Quiz/Case Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>16 July</td>
<td>Metaphors for and perspectives on HR &amp; ER.</td>
<td>Complete reading for week 2 by 22 July: text chapters 1 &amp; 2.</td>
<td></td>
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<tr>
<td>2</td>
<td>23 July</td>
<td>Making sense of organizations, HR &amp; ER.</td>
<td>Complete reading for week 3 by 29 July: text chapters 3, 4 &amp; 5.</td>
<td>JITT Quiz 29 July</td>
</tr>
<tr>
<td>3</td>
<td>30 July</td>
<td>Structural Frame - HR &amp; ER structures and procedures.</td>
<td>Complete reading for week 4 by 5 August: text chapters 6, 7 &amp; 8.</td>
<td>JITT Quiz 5 Aug</td>
</tr>
<tr>
<td>4</td>
<td>6 August</td>
<td>Human Relations Frame – implications for HR &amp; ER.</td>
<td>Complete reading for week 5 by 12 August: text chapters 9, 10 &amp; 11.</td>
<td>JITT Quiz 12 Aug</td>
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<td>Case Analysis 13 Aug</td>
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<td>5</td>
<td>13 August</td>
<td>Political Frame - Conflict in HRM and ER.</td>
<td>Complete reading for week 6 by 19 August: text chapters 12, 13 &amp; 14.</td>
<td>JITT Quiz 19 Aug</td>
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<td>Case Analysis 20 Aug</td>
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<tr>
<td>6</td>
<td>20 August</td>
<td>Symbolic Frame – meaning and identity in HR &amp; ER.</td>
<td>Complete reading for week 7 by 26 August: text online content.</td>
<td>JITT Quiz 26 Aug</td>
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<td></td>
<td>Case Analysis 27 Aug</td>
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<td>7</td>
<td>27 August</td>
<td>Radical Frame – Power, inequality and ideology in HR &amp; ER.</td>
<td>Complete reading for week 8 by 9 September: text online content.</td>
<td>JITT Quiz 9 Sept</td>
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<td>Case Analysis 10 Sept</td>
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<td><strong>Mid-Semester Break: 3 September – 9 September inclusive</strong></td>
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<td>8</td>
<td>10 September</td>
<td>Multi-framing: breaking out of psychic prisons in HR &amp; ER.</td>
<td>Complete reading for week 9 by 16 September: chapter 15 &amp; 16 plus online content.</td>
<td>JITT Quiz 16 Sept</td>
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<td>Case Analysis 17 Sept</td>
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<tr>
<td>9</td>
<td>17 September</td>
<td>Integrating and reframing HR &amp; ER Practices</td>
<td>Complete reading for week 10 by 23 September: text chapter 17 plus online content.</td>
<td>JITT Quiz 23 Sept</td>
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<td>Case Analysis 24 Sept</td>
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<td>10</td>
<td>24 September</td>
<td>Reframing leadership in HR &amp; ER</td>
<td>Complete reading for week 11 by 30 September: text chapter 18 plus online content.</td>
<td>JITT Quiz 30 Sept</td>
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<td>Case Analysis 1 Oct</td>
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<tr>
<td>11</td>
<td>1 October</td>
<td>The role of HR &amp; ER in Organisational Change</td>
<td>Complete reading for week 11 by 7 October: text chapter 19 plus online content.</td>
<td>JITT Quiz 7 Oct</td>
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<td>Case Analysis 8 Oct</td>
</tr>
<tr>
<td>12</td>
<td>8 October</td>
<td>Reframing ethics in the management of others</td>
<td>Complete reading for week 13 by 14 October: chapter 20 plus online content.</td>
<td>Case Analysis 15 Oct</td>
</tr>
<tr>
<td>13</td>
<td>15 October</td>
<td>Wrapping-up multi-metaphor thinking and reflection in HR &amp; ER.</td>
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Exam Period: Saturday October 27 - Tuesday November 13

**ACCREDITATION**

**AACSB Accreditation**

The Tasmanian School of Business and Economics (TSBE) is currently in the process of applying for business accreditation with the Association to Advance Collegiate Schools
of Business (AACSB) – the lead program for accrediting business schools globally. AACSB seeks to connect educators, students, and business to achieve a common goal – to create the next generation of business leaders.

By joining AACSB and going through the accreditation process, TSBE is joining a global alliance committed to improve the quality of business education around the world, and to share the latest innovations in business education. Gaining Business Accreditation with AACSB is a multi-year process involving TSBE demonstrating our performance against the 15 accreditation standards.

Once complete, TSBE will join a select community of accredited business schools, with only 7% of all business schools globally having completed the AACSB process. This will further enhance the reputation of TSBE, and further enhance the global recognition of your qualifications. To find out more about AACSB click here.