



THE UNIVERSITY OF
SYDNEY

SYDNEY LAW SCHOOL

Master of Labour Law & Relations (JC004)

2012 lecture timetable & unit descriptions

for units offered by the Discipline of Work & Organisational Studies

For confirmation of timetabling/unit information, please contact:

Discipline of Work & Organisational Studies

Institute Building H03

The University of Sydney NSW 2006

| http://sydney.edu.au/business/work_organisational_studies

Mr Richard Andrew, Executive Officer | T 9351 3077 | E richard.andrew@sydney.edu.au

Dr Angela Knox, Program Coordinator | T 9351 4264 | E angela.knox@sydney.edu.au

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Master of Labour Law & Relations units offered by the Discipline of Work & Organisational Studies

MLLR students are required to undertake 24 credit points of approved units offered by the Discipline of Work and Organisational Studies.

Each unit of study is worth 6 credit points. For class venue details, please consult The University of Sydney Business School online timetable at <http://sydney.edu.au/business/currentstudents/postgraduate/timetables>

CODE	UNIT OF STUDY	LECTURER(S)
Summer School		
WORK5002-44	People, Work and Employment	
Semester 1		
WORK6017-1	Human Resource Strategies(2)	
WORK6018-7	International Industrial Relations(1)	
WORK6130-1	Leadership in Organisations	
WORK5003-1	Management and Organisations	
WORK6118-1	Managing Communication in Organisations	
WORK6115-1	Managing Diversity at Work	
WORK6033-8	Organisational Sustainability	
WORK5002-7	People, Work and Employment	
WORK6030-1	Performance and Rewards	
WORK6119-7	The Innovative Firm	
Semester 2		
WORK6017-2	Human Resource Strategies(2)	
WORK6012-9	Industrial Relations Policy	
WORK6108-10	International Dimensions of HRM	
WORK6130-9	Leadership in Organisations	
WORK5003-2	Management and Organisations	
WORK6111-2	Management Consulting	
WORK6026-2	Organisational Change and Development	
WORK6033-2	Organisational Sustainability	
WORK5002-2	People, Work and Employment	
WORK6034-2	Talent Management	

Notes:

1. Students who commenced the MLLR prior to January 2010 are required to complete the compulsory unit WORK6018 *International Industrial Relations* or equivalent.
2. Students who commenced the MLLR during 2010 are required to complete the compulsory unit WORK6017 *Human Resource Strategies*. Exemption may be granted upon application to the Program Coordinator.

^ Sydney Summer and Winter School

Students wishing to enrol in units of study offered through the Sydney Summer and Winter School **must first seek approval** in writing from the Postgraduate Team, Sydney Law School (E law.postgraduate@sydney.edu.au | F 9351 0200) prior to making a **separate application** to the Sydney Summer and Winter School. This approval will ensure that credit is granted towards your degree upon successful completion of the unit(s). For application and fee information, please contact the Sydney Summer and Winter School (<http://sydney.edu.au/summer>) on 9351 5542 or summer.school@sydney.edu.au.

The information contained in this timetable should be used as a guide only. For up-to-date information on unit offerings, times and locations, please contact the Discipline of Work & Organisational Studies.

2012 Unit Descriptions

WORK6017 Human Resource Strategies

6 Credit Points

Offered: Semester 1 & Semester 2 **Classes:** 1 x 3 hour seminar/tutorial per week **Assessment:** Continuous: Case study reports (30%), presentations (30%) and exam (40%)

This unit of study examines the theoretical foundations of strategic human resource management and then critically analyses the empirical evidence related to a range of HR strategies deployed in contemporary workplaces, both in Australia and internationally. In doing so, we will explore the issues underpinning emerging HR strategies, their implementation and the outcomes experienced within the organisation and the wider environment. The HR strategies studied will involve those that focus on managing a contemporary workforce and may include human resources strategies associated with: the management of front line workers, teams, non standard forms of employment, job quality and work-life balance, and gender and diversity at work, for example.

WORK6012 Industrial Relations Policy

6 Credit Points

Offered: Semester 2a **Classes:** 1 x 3 hour seminar/tutorial per week **Assessment:** Continuous: Essays (30%), case studies (30%) and exam (40%)

The aim of this unit is to provide an understanding of the institutions and processes of employment relations with an emphasis on laws, institutions and social processes. It combines theoretical and historical understandings of employment relations in Australia with a detailed examination of the current problems and strategies of the key employment relations players. Topics covered include: the regulatory framework, state and federal governments policies, union policy, employer policy, the practices of Australia's arbitral tribunals, the development of wage determination, and emerging patterns of dispute resolution. Overarching themes include individualisation and decentralisation of employment relations policy in Australia and whether there are more suitable alternatives.

WORK6108 International Dimensions of HRM

6 Credit Points

Offered: Semester 2b **Classes:** 39 hours in Intensive mode over 7 days **Assessment:** Readiness Assurance Tests (30%); Team strategy activities (20%); Critical reflective journal assignment (30%); Final strategy assessment (20%)

This unit considers the opportunities and challenges associated with managing people in international and cross-cultural contexts, with specific emphasis on international recruitment, selection, preparation, placement, management development, performance management, reward and remuneration. The unit considers the implications of internationalisation and globalisation for human resource management (HRM), the different levels of international business activity, the difference between domestic and international HRM, the challenges of cross-cultural management, models of cross-cultural management, and specific international HR processes, including selection, development, performance management, remuneration and repatriation. The unit provides students with a practical understanding of the issues and challenges associated with managing employees in international, global and cross-cultural contexts.

WORK6018 International Industrial Relations

6 Credit Points

Offered: Semester 1a **Classes:** Intensive - 6 days, 10am - 5pm **Assessment:** Continuous: essay (40%), group seminar facilitation (20%), seminar participation and attendance (10%), in class test (30%)

This unit provides students with insights into the debate about the effect of globalisation on employment relations by using comparative analysis to identify the range of factors that account for similarities and difference in national patterns of industrial relations. The unit focuses on providing an understanding of the nature of industrial relations patterns in developed and developing market economies and invites students to compare a range of developments across these countries.

WORK6130 Leadership in Organisations

6 Credit Points

Prohibition: ECOF5807, ECOF6090 **Offered:** Semester 1 & Semester 2 **Classes:** S1: 1x 2hr lecture and 1x 1hr tutorial per week; S2: intensive: 6 days 9am-5pm **Assessment:** Essays (30%), case studies (30%) and exam (40%)

This unit of study is designed to encourage you to consider the role and significance of leadership in various organisational

contexts. The unit introduces you to the major streams of leadership theory and traces the development of our understanding about leadership. We will explore how these theories allow us to understand leadership in practice and in what ways leadership is linked to different aspects of organisational effectiveness. We will examine the 'good, the bad, and the ugly' sides of leadership, e.g. positive forms (transformational, charismatic) and negative forms (narcissistic and Machiavellian). We will explore leading for diversity and diversity in leadership (e.g. based on gender, culture and ethnicity) and the role of leaders in constituting ethical and socially responsible organisations. The critical role of leaders in effecting organisational change will be explored and we will examine the leadership of top management teams, and leadership succession. We will also examine leadership development programs and instruments and you will have an opportunity to reflect on factors that might influence your own leadership style.

WORK5003 Management and Organisations

6 Credit Points

Offered: Semester 1 & Semester 2 **Classes:** 1 x 3 hour seminar/tutorial per week **Assessment:** Case Study (20%); Essay (40%); Final 2hr exam OR Critical Reflection (40%); Academic Honesty Module (0%)

This unit aims to introduce students to the nature and context of management. It explores the functions and processes of management and encourages students to critically reflect on management theory and practice. It can be taken as a standalone unit for students enrolled in various specialist masters programs and also prepares students for further study in strategic management, organisational analysis and strategy and human resource management.

WORK6111 Management Consulting

6 Credit Points

Offered: Semester 2 **Classes:** Three hours per week **Assessment:** Continuous: Seminar Introduction (10%), Seminar Paper (30%), Seminar Participation (inc in-class exercise) (20%), Exam (40%)

This unit explores the role, influence and activities of management consultants in Australia and overseas. It examines management consultants as developers and disseminators of knowledge and practice and their role as change agents. The main management themes covered in the subject include: the consulting industry in Australia and overseas; consultant roles and the consultant-client relationship; consultants and organisational change; knowledge intensive firms and the management of expertise; the diffusion of management knowledge and fashion in a global economy; consulting as an occupation and career; managing a consultancy.

WORK6118 Managing Communication in Organisations

6 Credit Points

Prohibition: ECOF6030, ECOF6040 **Offered:** Semester 1 **Classes:** 1 x 3 hour seminar/tutorial per week **Assessment:** Continuous: Essay (35%), case studies (30%), exam (35%).

This unit of study is designed to introduce students to the theory and practical application of the management of communication in organisations. Advances in technology have had a dramatic impact on communication in recent years and this course will pay particular attention to the impact of these technologies and the implications for management. By the end of this course students will have a good understanding of organisational communications theory including a comprehensive knowledge of the differing styles, channels and content of communication. In addition, they will have a sound understanding of the technological channels available to manage communication and the associated benefits and challenges that this brings to contemporary organisations. A significant amount of the course will be devoted to practical applications of communication strategies including case study analysis and experiential learning using virtual discussion boards.

WORK6115 Managing Diversity at Work

6 Credit Points

Offered: Semester 1 **Classes:** 1 x 3 hour seminar/tutorial per week **Assessment:** Group Facilitation Exercise (15%); Short individual essay (15%); Major assignment (40%); Exam (take-home) (30%)

This unit examines the ways in which organisations manage a heterogeneous workforce and the legal and ethical issues associated with the management of workforce diversity. While drawing on international literature in the field, the primary focus is on the Australian experience, including the so-called 'program' approach and the complaint mechanism found in the anti-discrimination statutes. As well as encouraging the development

of diagnostic and prescriptive skills in diversity management, students also have the opportunity to develop a critical perspective on the growing literature in this field.

WORK6026 Organisational Change and Development

6 Credit Points

Offered: Semester 2 **Classes:** 1 x 3 hour seminar/tutorial per week **Assessment:** assignment (50%), exam (50%)

This unit seeks to develop diagnostic and prescriptive skills in relation to the management of organisational change while also encouraging the adoption of a critical perspective of the field. Part 1 (Organisational Change and the Nature of Organisations) introduces the fields of organisational change, explains its relevance to organisation performance and strategy and examines key change management models. Part 2 (Diagnosis and Intervention) examines the utility of key organisational change models and techniques and identifies factors that may impact on the effectiveness of the change management process. Part 3 (Key Areas of Intervention) analyses the application of organisational change practices and initiatives to a number of specific organisational issues.

WORK6033 Organisational Sustainability

6 Credit Points

Prohibition: ECOF6110, CLAW6028 **Offered:** Semester 2 & Semester 1b **Classes:** Semester 1: Intensive - 6 days 10-5pm, Semester 2: 1 x 3hr seminar/tutorial per week **Assessment:** Continuous: Essays (30%), case studies (30%) and exam (40%) Organisational sustainability is a critical part of contemporary managerial practice, focusing on organisations' economical, social and environmental impact. This unit of study critically evaluates the intentions, practices and outcomes of organisational sustainability initiatives. By applying relevant theoretical frameworks, students will be encouraged to enhance their understanding of the role and responsibilities of management, the impact of organisations on employees, and the wider societal and environmental implications of contemporary organisational trends. With an emphasis on the human dimensions of organisational actions, this unit builds on foundational units of study in Management, Industrial Relations and Human Resource Management.

WORK5002 People, Work and Employment

6 Credit Points

Offered: Semester 2, Semester 1a & Summer Late **Classes:** 1 x 3 hour seminar/tutorial per week **Assessment:** Case study (25%); Essay (40%); Final 2hr exam (35%); Academic Honesty Module (0%)

This is the foundational unit in the Graduate Certificate/Graduate Diploma/Master of Human Resource Management and Industrial Relations and should be taken in the student's first semester of study in this program. The unit provides an integrated overview of the social, legal, psychological, ethical and strategic dimensions of work and paid employment. The learning content also combines broad knowledge of these dimensions with a depth of knowledge in a select number of topical human resource and industrial relations issues. As such the unit provides a foundation for the suite of elective units in industrial relations, human resource management, and organisational studies available in the program. In addition, the unit provides the essential preparatory knowledge and skills for studying work and employment in an academic context.

WORK6030 Performance and Rewards

6 Credit Points

Offered: Semester 1 **Classes:** 1x 3hr seminar per week **Assessment:** group presentation on motivation survey findings (15%), group paper on motivation survey findings (25%), major assignment (individual essay or case study) (40%), 30 minute in-class test (20%)

This unit examines the processes and practices associated with contemporary performance and reward management. Results-based, behaviourally-based and competency-based methods of performance management are examined, along with processes of performance review, planning and developing. Coverage of reward management issues includes: job- and person-based approaches to building base pay structures; methods for rewarding individual performance; work group incentives such as gainsharing, goal-sharing and team pay; methods of rewarding employees for organisational performance, including employee share ownership; and performance-related rewards for executives. The unit also examines approaches to developing strategically integrated performance and reward management systems.

WORK6034 Talent Management

6 Credit Points

Prohibition: WORK6031 **Offered:** Semester 2 **Classes:** 1 x 3 hour seminar/tutorial per week **Assessment:** Continuous: Essays (30%), case studies (30%) and exam (40%)

This unit examines the theories, practices and debates associated with contemporary human resource development (HRD). The unit begins with an exploration of different conceptions of learning and skill. The process of HRD is examined, with a focus on needs assessment and the delivery and evaluation of learning. The relationship between HRD and other areas of HRM is explored, particularly work organisation, performance management, remuneration and enterprise governance. The role of organisational learning and knowledge management are examined in terms of changing conceptions of organisational structure and performance. A second section of the unit places HRD in the context of the wider environment. Australian policy debates are examined and HRD systems in other countries are introduced and comparisons drawn. The likely success of skills-led models of societal, industry and enterprise development in the context of globalisation and the knowledge economy are discussed. A third section of the unit explores the relationship between HRD and careers. The causes and consequences of changing career structures, the breakdown of internal labour markets and the development of new forms of organisation are examined. Particular attention is given to the issues of executive development and succession planning.

WORK6119 The Innovative Firm

6 Credit Points

Offered: Semester 1a **Classes:** Intensive - 6 days 10-5pm **Assessment:** Continuous: Case study reports (30%), presentations (30%) and exam (40%)

The aim of this course is to examine long run changes in the organisation and management of business enterprises. Against a background of an introduction of business history, the major themes to be covered include business strategy, marketing, employment relations, financing, governance and technology. While there is no precise chronological period, the main concentration will be on the growth of large-scale corporations from the nineteenth century to the present day. A major preoccupation of the course is to explore the factors that make an innovative firm. Some of these factors include the nature of the market, the regulatory environment, new technology and business leadership. The course will employ historical case studies and a comparative methodology and will also evaluate the way in which firms are classified as innovative by business and corporate historians.