

IB240-15 Managing Work and Employment

26/27

Department

Warwick Business School

Level

Undergraduate Level 2

Module leader

Deborah Dean

Credit value

15

Module duration

10 weeks

Assessment

Multiple

Study location

University of Warwick main campus, Coventry

Description

Introductory description

This is an elective module available for WBS and non-WBS students. To find detailed availability and to apply for this module, log in to my.wbs.ac.uk using your normal IT login details and apply via the my.wbs module application system. Once you've secured a place on my.wbs you should apply via your home department's usual process, which usually takes place via eVision. Note that you do not require the module leader's permission to study a WBS module, so please do not contact them to request it.

Work is central to our lives and this module provides an introduction to the field of employment relations. The employment relationship is studied within a broad political, historical, economic and social context, with a primary focus on the UK and secondary focus on the US. Students develop familiarity with the academic discussions around the key issues affecting the contested ordering of working life. The module enables understanding of the changing roles played by different participants in the 21st century workplace and how these are affected by outside the workplace. This understanding is framed by the major theories and concepts involved in shaping and making sense of the employment relationship.

[Module web page](#)

Module aims

Students learn how to analyse the employment relationship, which will enable them to be better and more effective managers. They will develop familiarity with the academic discussions around the key issues affecting the contested ordering of working life. The module enables understanding of the changing roles and interests of workplace actors in the 21st century – employers/managers, employees/workers, the state, the law, trade unions, activist groups – and how these are affected by outside the workplace

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

Introduction to the Employment Relationship: What is the employment relationship and why is it important that we understand it in order to manage it effectively and with more nuanced consideration; employment and society, the peculiarity of the employment contract.

Context, History: Relevance of national contexts and their histories in understanding contemporary employment relations; analytical perspectives on the employment relationship - different ways of 'seeing' the social facts discussed in Lecture 1: power and ideology.

Co-operation and conflict: What is consent? Is conflict an inherent feature? Individual and collective focus; strikes and discussion of other expressions of conflict. Debates about the employment relationship as a series of structured antagonisms, where cooperation may be as common as conflict.

Managers: Key theoretical and conceptual positions on the management of employment relations in both private and public sectors. How and why do they differ? Sources of power, legitimacy and constraints. Key theoretical and conceptual positions on the management of employment relations in both sectors.

Employees: Who are employees/workers and do they - can they - have the same ER interests? What is left behind and what is taken with in the workplace; how are 'interests' defined. Reflect on key labour market trends and trends in terms of what it means to be an employee: move away from stereotype of full time, male worker to atypical contracts, flexibility of hours, feminisation of labour market; platform and gig economy issues.

Trade unions and the State: Trade unions as representatives of the interests of employees (which ones?). Why people join and don't join, why employers listen and don't listen. The State as a political actor, economic manager, legal regulator.

Introduction to trade unions: characteristics, aims, activities, membership trends and introduction to key interventions in the workplace; relevance? What role does government play in the regulation of employment relations, with focus on legislative framework and changes over last 30 years. Pressures of democracy and globalization, relevance of ideologies.

Equality and Inequality: Advantage and disadvantage in the workplace in relation to social groups; equality legislation and policies; 'managing diversity'.

Participation, Involvement and Voice: Workplace decisions affect employees and managers - who is part of making decisions and to what extent? Key issues around the extent to which workers have a voice in managerial decision-making.

Pay: What are the purposes of 'pay'? Why and how does it vary between jobs, organisations,

sectors and individuals. We consider motivations of employers and employees in relation to pay; the purpose and design of pay systems; the explanations offered to account for variation in pay across jobs, organisations, sectors and between individuals.

Overview and essay skills: Overview of key themes across module, connections between the weekly topics and guidance on assignment and expectations of markers.

Learning outcomes

By the end of the module, students should be able to:

- Recognise and reiterate the shifting roles and influence of employers, employees, trade unions and the state in shaping the employment relationship
- Diagnose and compare the connections between outside and inside employment
- Analyse the impact of the changing political, economic and societal context on employment relations developments and the behaviour of employment relations participants
- Relate and explain the employment relations processes and institutions within broader business management contexts.
- Critically assess evidence and theory when evaluating problems.

Indicative reading list

[Reading lists can be found in Talis](#)

Subject specific skills

Develop negotiating skills in relation to different positions and interests.

Transferable skills

Develop awareness of importance of evidence based, theoretically-informed analysis in decision-making at work.

Establish and build on discussion in groups toward application of theories to case study material.

Study

Study time

Type	Required
Lectures	10 sessions of 1 hour (7%)
Seminars	9 sessions of 1 hour (6%)
Online learning (independent)	10 sessions of 1 hour (7%)
Private study	49 hours (33%)
Total	150 hours

Type	Required
Assessment	72 hours (48%)
Total	150 hours

Private study description

Private Study.

Costs

No further costs have been identified for this module.

Assessment

You do not need to pass all assessment components to pass the module.

Assessment group A5

	Weighting	Study time	Eligible for self-certification
Individual Assignment	90%	65 hours	Yes (extension)
Participation	10%	7 hours	No

Assessment group R2

	Weighting	Study time	Eligible for self-certification
Individual Assignment	100%		Yes (extension)

Feedback on assessment

Feedback via My.WBS.

Availability

Courses

Course availability information is based on the current academic year, so it may change.
This module is Core optional for:

- Year 2 of UGEA-RN21 Undergraduate German and Business Studies

This module is Optional for:

- UIBA-N20B BSc in Management
 - Year 2 of N20B Management
 - Year 2 of N20B Management
 - Year 2 of N23K Management with Accounting
 - Year 2 of N234 Management with Digital Business
 - Year 2 of N235 Management with Entrepreneurship
 - Year 2 of N232 Management with Finance
 - Year 2 of N252 Management with Marketing
 - Year 2 of N23L Management with Strategy and Organisation
- Year 1 of UIOA-EEU Undergraduate EU Exchange
- Year 2 of UIPA-L8N1 Undergraduate Global Sustainable Development and Business
- UIBA-N20F Undergraduate International Management
 - Year 2 of N20F International Management
 - Year 2 of N20F International Management
 - Year 2 of N20S International Management (with Accounting)
 - Year 2 of N20T International Management (with Chinese)
 - Year 2 of N20P International Management (with Entrepreneurship)
 - Year 2 of N20M International Management (with Finance)
 - Year 2 of N20U International Management (with French)
 - Year 2 of N20L International Management (with Marketing)
 - Year 2 of N20V International Management (with Spanish)
 - Year 2 of N20W International Management (with Strategy and Organisation)
 - Year 2 of N20N International Management with Digital Business
 - Year 2 of N20E Management (with Foundation Year)
 - Year 2 of N234 Management with Digital Business
- UIBA-N20J Undergraduate Management (with Foundation Year and Placement Year/Undergraduate Partnership Programme)
 - Year 3 of N20J Management (Foundation Year and Placement)
 - Year 3 of N20K Management (Foundation Year and UPP)
 - Year 3 of N23H Management with Digital Business (with Foundation Year and Placement Year)
 - Year 3 of N23J Management with Entrepreneurship (with Foundation Year and Placement Year)
 - Year 3 of N23G Management with Finance (with Foundation Year and Placement Year)
 - Year 3 of N255 Management with Marketing (with Foundation Year and Placement Year)
- UIBA-N20E Undergraduate Management (with Foundation Year)
 - Year 3 of N20E Management (with Foundation Year)
 - Year 3 of N23N Management with Accounting (with Foundation Year and Placement Year)
 - Year 3 of N23M Management with Accounting (with Foundation Year)
 - Year 3 of N23E Management with Digital Business (with Foundation Year)
 - Year 3 of N23F Management with Entrepreneurship (with Foundation Year)
 - Year 3 of N23D Management with Finance (with Foundation Year)
 - Year 3 of N252 Management with Marketing

- Year 3 of N254 Management with Marketing (with Foundation Year)
- Year 3 of N23P Management with Strategy and Organisation (with Foundation Year)
- UIBA-N20C Undergraduate Management (with Placement Year/Undergraduate Partnership Programme)
 - Year 2 of N20M International Management (with Finance)
 - Year 2 of N20B Management
 - Year 2 of N20D Management (Undergraduate Partnership Programme)
 - Year 2 of N20C Management (with Placement Year)
 - Year 2 of N20Q Management with Accounting (with Placement Year)
 - Year 2 of N236 Management with Digital Business (with Placement Year)
 - Year 2 of N235 Management with Entrepreneurship
 - Year 2 of N237 Management with Entrepreneurship (with Placement Year)
 - Year 2 of N232 Management with Finance
 - Year 2 of N233 Management with Finance (with Placement Year)
 - Year 2 of N253 Management with Marketing (with Placement Year)
 - Year 2 of N23L Management with Strategy and Organisation
 - Year 2 of N20R Management with Strategy and Organisation (with Placement Year)
- UIOA-EOS Undergraduate Overseas Exchange
 - Year 1 of UEOS Undergraduate Overseas Exchange
 - Year 1 of UEOS Undergraduate Overseas Exchange
- Year 1 of UIOA-EUS Undergraduate USA Exchange