

## MGMT223 | Summer Semester 2025 - Lecture Notes

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## Module one: Evolution of Work

### (1) Hunting and Gathering Societies

- Strong division on labour: Men hunting together to catch large game, while women and children gathered seeds and plants.
- Ability to make tools from stone to create food and shelter
- Relatively egalitarian societies [all people are equal and deserve equal rights and opportunities]
- **Legacies**
- Ability to cooperate in teams to tackle larger challenges
- Fashion implements from stone into usable tools
- Learning by doing, by imitating others, learning by directly undertaking new work experiences

### (2) Agricultural Societies

- Wild plant and animal could be domesticated and stored more effectively
- Greater specialisation developed
- **Legacies**
- Domestication of crops and animals as a key part of human societies
- Increasing specialisations in work
- Skills in metallurgy (production / purification of metals) leads to more sophisticated tools

### (3) Imperial Societies

- Ancient Rome; societies dominated weaker ones and created the first large cities
- Slavery became prevalent
- Development of craft workers, weaving, carpentry, masonry, gold smithery, etc
- Precursors to trade unions due to working in specialised groups
- **Legacies**
- A sad tradition of slavery, where it has not yet been completely exterminated from forced labor
- Growth of self-employed craft workers
- On-going growth of job specialisation

### (4) Feudal Societies

- Agricultural societies organised around monarchies, feudal estates, cities and towns
- Landlords extracted shares of crops and required work on land, restricting freedom of movement
- Slavery declined and guilds grew (masons, bakers, tailors, carpenters, blacksmiths)
- **Legacies**
- Apprenticeship system became a key part of society
- Combination of learning on the job and learning academic / theory based
- Guilds (Organisation) that regulate who practices a particular profession
- Apprentice → Journeyman → Master = Basic Career Structure
  - 1) Apprentice: A novice, needing experience and supervision
  - 2) Journeyman: Slightly more independent and proficient, completed trade of apprenticeship
  - 3) Master: Runs a group of apprentices and journeymen, teachers, owners, managers

### (5) Merchant Capitalism

- Where individuals use their personal capital to build power in trade and markets
- The "putting-out" of raw materials into workers' homes in towns and the countryside
- **Legacies**
- Subcontracting and outsourcing, putting our work through a supply chain
- Piece rate system still applies to this day, creating potentials for conflicts of interest (difference in interest between contractor and employer)

### (6) Industrial Revolution

- Explosion of scientific findings and research which developed quickly, transferred into making of goods, especially geographically near a major power source. Beginnings of a mass production society
- High levels of specialisation and high levels of job simplification so children can undertake jobs
- Wages were related to output rather than a piece, Involves repetitive tasks, physical stamina
- Disturbances to public peace, governments responded by minimum wages, safety and health, maximum working hours, protection of children, in the late 19th century. HR specialists, etc
- **Legacies**
- Extensive science and engineering evolution: Transforming old forms of work into new industries
- Expansion on job simplification, dehumanising a job experience, affecting quality of work
- Growing technical trades in specialised fields, and growth of management jobs (HR, hierarchies), creating internal labour markets; A horizontal array of jobs

### (7) Advanced Industrial Revolution

- Individuals face a wide array of occupational options
- Extensive participation in secondary and higher education for both males and females
- Large multidivisional and multinational corporations with extensive career ladders/networks
- Great variation in job quality in services, from standardised and simple jobs to highly specialised knowledge-intensive jobs
- Increasing application of computers, ICT, robotisation, and AI

**The various stages of social and economic development have left a range of legacies including...**

- ❖ Various forms of labour: Slavery; waged and salaried employment; self-employment; apprenticeships
- ❖ An ever-present impact of technology and science on work
- ❖ Teamwork and organisations to coordinate human work but conflicts of interest over wage levels and payment systems and the control of work
- ❖ Extensive job specialisation but also job simplification
- ❖ Long periods of educational preparation for work
- ❖ On-the-job learning and career structures ('internal labour markets') but also 'dead-end' jobs
- ❖ Institutions to extend and protect worker rights (trade unions, employment laws) but variable impacts within and across societies
- ❖ A massive service sector ranging in job quality from low-paid, repetitive jobs to well-paid professional and expert work

## Module two: Vocational preferences and the university-to-work transition

Holland's Vocational Typology: Expresses six major "vocational personalities (RIASEC Model)" as (1) Realistic, (2) Investigative, (3) Artistic, (4) Social, (5) Enterprising, and (6) Conventional

### (1) Realistic Type

Outdoorsy person, using operating equipment such as tools and machinery, and generally likes to build, repair and create. They're into concrete and practical solutions and opposed to imaginative or scholarly activities. They may be farmers, carpenters, civil engineers, mechanics, electricians, cooks, etc

### (2) Investigative Type

Observes, asks questions, likes to solve challenging problems, think analytically, deal with data, and are less social. They may be computer programmers, analysts, professors, lab technicians, etc

### (3) Artistic Type

Into art, music, performance, and drawn naturally to these talents. They perceive problems in an artistic manner, intuition and inner creativity. They may be architect, musicians, actors, photographers, etc

### (4) Social Type

The people who love other people, helping, healing, communicating, meeting and greeting. These people may perceive problems in a social context, asking other people to solve problems as opposed to researching an article. They may be bartenders, counsellors, nurses, HR Directors, teachers, etc

### (5) Enterprising Type

Meeting, leading and influencing people, starting businesses, selling, promoting and using enterprising beliefs to solve problems. They may be real estate agents, insurance managers, sales managers, etc

### (6) Conventional Type

Likes working indoors and at tasks that involve organising and being accurate. Solve problems by following established rules and practices, not keen on ambiguity. They may be a bank teller, accountant, secretary, etc

According to Holland's key theoretical arguments, in a study of 989 men, 79% of job transitions occurred within a single major vocational preference category, demonstrating that people tend to move among similar jobs. People tend to act on their dominant interests and seek occupations in which their interests can be expressed.

You are more likely to feel more fulfilled if you work in an environment consistent with your vocational personality due to a higher intrinsic job satisfaction. Hence, a clearer sense of identity means increased stability in career life, and fewer job changes.

### Experimental Phase of Careers: Employee turnover rates are highly correlated with age

Data on employee turnover by age suggests that people often experiment with job choices in their late teens / twenties. Although, there is natural turnover around the age of 30-40 due to changes in preference to job choices made in their 20s.

### The University-to-Work Transition

A good graduate job can be defined by training and experience one gets. Where a company decides to take a chance on someone, and sees if they are any good.

### Change in Culture [University-to-Work]

- Work may feel like starting from the bottom as a beginner
- Work may have less feedback
- Work may have less autonomy
- A mismatch between university skills and work requirements
- Work may require behavioural skills (Presenting, Oral speaking, Selling a product)
- Students' inflated expectations due to unrealistic job previews and marketers

## Module three: Job Satisfaction and Alienation

**Alienation:** Karl Marx argued that workers under capitalism were alienated from the product and process of their work, were unable to use their inherent creativity, and were dominated economically and socially by the capitalist class.

- (1) Craftworkers had a high level of control, they owned the products that they made and sold, and controlled how they went about the job, hence were not alienated.
- (2) Factory workers have a low level of control, work long hours in difficult unsafe environments, are heavily supervised and therefore cannot express creativity, hence become subservient to a machine and as a result, become alienated. (The capitalist owns the means of production and products, pays you a wage, and hopes you'll survive)

### Conditions that cause Alienation

- Less common in an a democratic advanced revolutionary society where working people vote for parties that improve working conditions
- More common in earlier stages of industrialisation:
  - In factories where conditions are poor
  - In societies where there is little protective labour legislation or poorly enforced
  - In conditions of chronic unemployment or loose labour markets. Too many workers chasing too few jobs, so there is little pressure on employers to improve working conditions

**Loose Labour Market:** Employer is not under pressure to improve working conditions

**Tight Labour Market:** Employer is under pressure to improve working conditions

Alienation is a continuum. On average in NZ, people express a fair level of job satisfaction. Those who are employed in the advanced revolutionary society with a high level of job satisfaction have high **life satisfaction**.

**Job Satisfaction:** Appraising yourself, about the extent of liking or disliking a job you're doing.

### What drives job satisfaction?

- (1) Intrinsic sources of satisfaction: How the job's tasks make you feel. EG: Social environment
- (2) Extrinsic sources of satisfaction: Pay, Level of Security, Social Recognition, Prospects of advancement

### Intrinsic Job Satisfaction

**Finding a job that actually interests them.** To find a job that is intrinsically interesting, even if it isn't one's life passion, work still should be intrinsically interesting as well.

**Skill Utilisation.** If someone has just finished a Bachelors of Computer Science, they want to use these acquired skills in a job. The work needs to be complex enough to demand those skills, hence if too repetitive, people tend to have lower JS due to deskilling. Hence complexity and variety is required to supplement skill utilisation. Whatever level of education, can you use the skills you have? Meaning people of lower levels of education can be happy in their work.

**Control, Autonomy, Voice.** How much control do you have over working methods and decisions? The higher level of control, the more creativity comes out.

**Workload and working time.** Work intensification means workload is increasing for the time you have available. Instantiation reduces wellbeing by increasing stress, exhaustion and overload. Or, are people intensifying their work environment themselves by listening to loud music in an understimulating environment. Work extensification means work invades personal life.

**Relations at Work.** Supervised Support (1) and (2) Collegial Support. Are co-workers covering for you effectively? Are supervisors supporting you effectively?

### Extrinsic Job Satisfaction

**Job Security.** The reliability of money in your life. Hence we can make commitments, support a spouse for example.

#### Fairness of Pay

- (1) External Equity: What are you worth in the labour market?
- (2) Internal Equity: All hierarchies of a position, how much more is the next level up worth? Is that gap fair?
- (3) Performance Equity: Are you rewarded appropriately if you perform better than colleagues doing the same?

**Fringe Benefits.** Kiwisaver, healthcare insurance benefits, superannuation, the extent you feel your job brings you esteem or status in society, advancement prospects.

### One Size does NOT Fit All

- People vary in the importance they place on the range of intrinsic and extrinsic factors
- Young people are likely to place high importance on gaining experience and career growth, they are more likely to leave a job if they are bored or blocked
- People with higher level of financial aspiration or needs are likely to place greater emphasis on money
- Older people may place greater emphasis on a good social environment at work that on advancement opportunities or money
- People may choose self-employment to maximise their autonomy and scope for creativity (but not necessarily their income)

## Module four (Taylorism and Fordism) and Module five (STS and the DC model) part (a)

### The Problem with Piece Rates & Taylor's Time Study

Federick Winslow Taylor (1865-1915) was an American Engineer who regarded the working methods of his day as

inefficient. He claimed, if people are paid by piece and managers realised they worked fast, managers simply decreased their pay per piece. Forced to protect their own livelihoods, they work faster, leading to increased fatigue. As a protest, people who felt exploited would restrict how much they did by working in groups formally or informally. (Systematic Soldering)

Taylor noticed that systematic soldering wasn't good for the employer nor the worker, so he developed a technique called Time Study, stands and watches a machinist and timed each task then looked at ways of recombining tasks to make them more efficient. Hence, reality was observed (empirical)

#### **Taylor's five Principles**

- 1) Shift responsibility for the organisation of work from the worker to the manager
- 2) Use scientific methods to determine the most efficient method
- 3) Select the best person to perform the job
- 4) Train the worker to do the work efficiently
- 5) Monitor worker performance

#### **The Controversies Surrounding Taylor's five Principles [Taylorism]**

- a) Shifting from workers to managers separates the brain from the brawn. This tended to produce jobs with a narrow range of tightly controlled tasks in short cycles, called "De-Skilling". It strips workers of craft knowledge and autonomous control with fully thought-out labour processes in which they function as robots.
- b) Scientific Management was subject to an uproar in American Society causing congressional investigations. He defended himself arguing it was best for Americans, but the American government did not want to accept Taylorism. Although, other countries (Russia and Japan) trained workers in Taylorism and had successful production.

#### **Time and Motion Study**

Alongside Taylor, Frank (1868-1924) and Lillian Gilbreth (1878-1972) developed the Motion Study, inventing the "therbligs" system of classification of human motion. A system that analyses motion, which combined with Taylorism to create the Time and Motion Study.

#### **Henry Ford and Mass Production**

Liked Taylorism but added one critical improvement; The moving assembly line, meaning work came directly to the workers on a conveyor belt to reduce wasted movement and sped up production. This doubled the wage and reduced high levels of employee turnover.

Fordism: The Ford company became an icon of American "mass production" for the "mass market". Automobile ownership became affordable for the masses hence society benefited in material ways while industrial workers were often employed in alienating conditions.

**Lean Production:** A production method focused on minimising waste while maximising efficiency. It was developed from Toyota's production system and focuses on continuous improvement.

#### **Conclusions**

- Taylorism brought greater management control over working methods into the factory system: suiting management drive to increase productivity in large-scale operations but created highly repetitive de-skilled jobs
- Fordism combined Taylorism with the moving assembly line, epitomising the American model of mass production for mass markets. This has now evolved into lean production
- There is a trade-off between growing consumer incomes in an industrial society and the quality of work in production jobs
- Taylorist ideas have spread to the growing service sector (McDonaldisation). Those negatively affected are the workers whose skills are greater than the skills asked for in their jobs and who have greater learning potential.

#### **Socio-Technical Systems (STS) as an alternative to Taylorism / Fordism**

Tries to deal with the way Taylorism separated the preparation or conception of work from the execution of work. STS brings back these conceptions into the workers job, bringing decision making to the lowest level in an organisation.

Miners often have control of how they dug out coal, helped each other, and how to protect each other's safety. They were responsible for the level of output and have autonomy on how they went about it. We should not only maximise what's good for production, but also what's good for humans as social animals (joint optimisation).

#### **The Demand-Control (DC) Model**

High Decision-Making	Low-Strain Jobs	Active Jobs
Low Decision-Making	Passive Jobs	High-Strain Jobs
	Low Job Demands	High Job Demands

Those in high-strain jobs are chronically stressed with no outlet, which causes ailing physical and mental health. Increased

learning due to higher control helps an individual cope with stress (Active Learning Hypothesis). Where control is limited, social support from supervisors and peers can help alleviate stress.

## Module five (b) (STS and DC model) and Module six (ERI and JDR models)

### Digital Equipment Corporation Case at Enfield [Joint Optimisation]

Hired into a group instead of individually, with no traditional assembly line. Hence there is a democracy of how things work. Moving from autocratic to a more enabling supervising style.

- Group as a whole decides which jobs are divided up with a job rotation for variety to relieve you psychologically
- Continuation of Taylorism and Fordism with Lean Production
- People doing the work, make the majority of decision themselves
- Multi-skilling and skill-based pay, hence incentive to increase skills and horizontal promotion

### The Effort-Reward Imbalance [By Johannes Siegrist]

In employment, we look for a fair exchange between effort and reward. ERI assesses the extrinsic satisfaction of a job. An imbalance is a high cost for a low gain, leading to dissatisfaction and looking for alternatives. A fair balance should lead to greater satisfaction and better health.

The real world is a bit more complex. There exists exceptions to an unfair exchange. The following three conditions are as follows:

- 1) **Dependency**: You and your spouse move to a new city, one of you has a great job, the other does not, putting up with an imbalance for the sake of your relationship.
- 2) **Strategic Choice**: Strategic in terms of building your CV and experience as an investment to reach a high level job. For example, a wannabe filmmaker buying their way into the industry with long hours
- 3) **Over-Commitment**: People who just enjoy over-giving, something about their personality who may want to over-work due to self-esteem, or other personal reasons

### The Job Demand Resource Model [By Bakker and Demerouti]

Explain the DC Model is too simple for a more complex reality. They also explain that ERI is good, but ERI only assesses extrinsic satisfaction, and as we know, intrinsic satisfaction plays the other half. Some demands are **challenges (1)** and some demands are **hindrances (2)**.

1. Physical Demands
2. Psychological Demands
3. Social Demands

**Challenge Demands**: Stimulates you at work, is encouraging to use and grow in ability

**Hindrance Demands**: Excessive or undesirable constraints that interfere with someone's ability to do their job

- One person's challenge demand may be another person's hindrance demand. For example, journalists working against a deadline may find hindrance in time constraints with too many clients. However, for nurses, a rush of patients may be a challenge demand, more mentally stimulating and can catalyse growth

### Resources

- Variety
- Feedback
- Control over working methods and workplace
- Rests and pauses
- Community, customers, supervisors, coworkers
- Organisational policies (Holiday entitlement, promotion opportunity, wages/salaries, job security)

Job resources have motivational potential, they can enhance our engagement in work and help us fulfil our human needs (the motivational process).

### JDR: Buffering Hypothesis

The more resources we have, the more you should be able to cope with higher levels of job demands without getting into a situation of high stress or job strain. Resources "buffer" the impacts of high job demands.

## Module seven: work in standardised and simple services

### What's Different About Services?

Services are experiences rather than good products. For example, a cup of coffee at a cafe, a marriage celebrant, a maths' tutor, or a taxi ride. Some services are automated but services are typically labour-intensive. Service quality is a function of the **tangibles** and **intangibles** in the service encounter.

### Hotel Star System [EXAMPLE]


- 1) ★★★★★: Highest level of accommodations and services, high degree of personal service, may offer elegant intimacy that cannot be achieved in larger settings, exclusive locations, room services, fitness centres, parking, concierge etc
- 2) ★★★☆☆: Mostly large formal hotels with smart reception areas, front desk services, located near other hotels

of similar caliber, and usually found near shopping malls. Some offer breakfast, room service, parking are also often provided

- 3) ★★☆☆: Offer more spacious accommodations, Bellhop services unavailable, medium-sized restaurants, room services, pools, fitness vary
- 4) ★★☆☆: Typically smaller and family owned, often 204 stories high at a more personal atmosphere. Most will not have restaurants on site, public access, but other restrictions may exist
- 5) ★☆☆☆: Usually denotes independent and name brand hotel chains with a reputation for offering consistent quality amenities. Limited services and room service are usually not provided.

Services are often produced and consumed as and when customers demand them ("simultaneous production and consumption"). They are often seasonal, subject to peaks and troughs of demand, as a result, managers try to match workers' schedules to the needs of customers to maximise revenues and avoid idle time.

Services vary along a continuum from LOW to HIGH skill



Standardised and Simple Services	Differentiated Services	Knowledge-Intensive Services
Fast food, Retail, House Cleaning	Higher-starred hotels, up-market retirement villages	Law firms, accounting firms, medical specialists

### Simple Services

- Offered to mass markets, often by global corporations or large local firms such as fast-food franchises, large department stores and gas stations
- This is the less-skilled end of services, customers often engage in self-service or co-produce the service, thus helping reduce its cost. Such as pumping your own gas, filling your own plate at a buffet, or self-checkout at supermarkets
- Typically offered by individuals or small firms
- Many people can do this level of work, so wages are kept low
- Informal methods of management prevail, which can include worker exploitation in firms less visible to regulators and public scrutiny
- When owner and employee get on well in a small firm, trust levels, flexibility and job satisfaction can be good (but maybe not so much for advancement opportunities)

### Standardisation

- Routinisation is the process of turning what you do into a routine, standardisation creates a uniform product where workers are required to perform a task in a uniform manner
- This drives repeatability of business which increases efficiency
- Along with standardised training, a control exists, such as time spent doing a job is monitored, then standards can be set to monitor employee behaviour.
  - EG1: Mystery shoppers in retail; calling monitoring in call centres
  - EG2: Algorithmic control in digital labour platforms

### Workers Perspectives on Control

Stress can be generated by "speed-up" standards, emotional labour during customer service roles, and burnout can all become prevalent when workers have little control over continuously stressful situations. However, scripting can also protect a worker as it can bring order into a chaotic situation and can help protect employees. For example, recording of customer calls can help to protect employees from ill-founded complaints or unfair criticism.

### Employee Turnover

High turnover but recruiters don't mind a revolving door because training does not take very long, and only a low level of skill is required. Accommodation and Food Services in NZ is 49.4%, Retail at 43.3% and an overall national average of 17.4%.

## Module eight: Work in knowledge-intensive services

### Daniel Bell's (1976) Upskilling Thesis

We have moved away from an industrial into an advanced industrial society dominated by science and technical knowledge, and the advancement of that. Where machines enable us to process data and knowledge as opposed from humans doing the machinery themselves.

**Upskilling vs Deskilling:** It is agreed upon that work is dominated by service workers, not industrial workers. Although, in the service sector, we see polarisation. So yes, there is a proportion of upskilling for those in services, although we also see people trapped in deskilling situations (skill atrophy).

### The Skill Polarisation Thesis

- 1) Expansion of highly-skilled, well-paid, non-routine work in the professions and other knowledge-intensive occupations
- 2) Hollowing out of mid-level work that can be routinised and computerised

- 3) Expansion of low-skilled service work providing services to wealthier people, including well-paid knowledge workers.

#### Jobs in USA 1979

Low Skill	Medium Skill	High Skill
13.7%	61.1%	25.2%

#### Jobs in USA 2016

Low Skill	Medium Skill	High Skill
18.2%	43.2%	38.6%

From 1979 to 2016, the medium skilled jobs shrank from 61.1% to 43.2%, while both low and high skill jobs increased.

#### Knowledge-Intensive Services [Law, Medical, Accounting, Dentistry, Engineering]

25% of New Zealanders tell the census that they are professionals. Hence, professional work is a major sphere in our society.

- Semi-Professionals: Advanced knowledge but don't have a monopoly of the work [HR]
- Para-Professionals: Work in restricted areas under supervision [Paramedics, Paralegals]

#### The Classical Professions

A profession is 'a high-status', knowledge-based occupation characterised by **(1)** abstract, specialised knowledge, **(2)** autonomy, **(3)** Autonomy over clients and subordinate occupational groups and **(4)** a certain degree of altruism.

**Abstract Knowledge (1):** In medical professions, they often specialise in joints, hips, orthopedic, etc. Although, they are not competent in areas outside their expertise. Professional knowledge is NOT simply theoretical. For example, good law students should have great ability to publicly speak. A Lot of this variability comes with experience and learnt on the job, not necessarily taught at university.

**Autonomy (2):** Is expected in professional services. Although, there are cases of unethical conduct by professionals meaning there is a demand for regulation of professionals. There is a demand in society that autonomous professions still need to be held accountable. [Patient confidentiality, independence, honesty, integrity, non-discrimination for barristers]

**Authority (3):** Professionals expect compliance from their orders. For example, a Doctor expects a patient to take their prescribed medication. This may bring territorial disputes between professions. For example, Dentists, dental hygienists, registered nurses and nurse aids.

**Altruism (4):** Regards doing things for the good of society as a contribution as a professional. For example, ADLS gives free legal advice to prisoners as a way to give back to society.

#### Professional Service firms are in competition for "talent"

A failure to recruit and retain sufficient numbers of talented knowledge workers compromises the firm's ability to meet its clients needs and decreases its ability to grow: with consequences for profit.

Concerned for employment branding: Their proposition to you to employ you. They may advertise training, quality and range of intrinsic work experience, pay and career progression, international mobility, and work-life balance.

#### Job Quality in Professional work: A JDR interpretation

Demands:

- Good challenge demands built into it, especially at higher levels; professionals often have interesting assignments and good skill utilisation
- Work pressures are generally high among professionals because their talents are in high demand and/or they are working in an under-resourced system
- Managerial demands can be perceived as hindrances and these can generate protest from professionals. Industrial relations are often difficult in public health and education.

Resources:

- Experienced, trusted professionals have greater autonomy
- Professionals typically have good access to training and career advancement
- Professionals often have good voice opportunities
- Professionals are generally well paid and are very highly paid at the most senior or highest-performing rank.

#### High Resources

Low strain  
High motivation  
[Professionals who reduce their hours]

Average strain  
High motivation  
[Typical position for professional work]



**Low Resources**

Low strain  
Average motivation

High strain  
Low motivation [Risk Area: Burnout]

**Low Demands****High Demands****Professionalisation**

The process where an organisational group (like HR specialist) tries to become an occupational profession by trying to grow its professional standing in society. Often seeking to have their education / training located in universities and need to convince governments to pass a statute granting them exclusive or recognised rights to work. Oppositions from existing progressions can be expected.

**Deprofessionalisation**

Governments and other sections of society try to reduce authority and autonomy by standardisation and deskilling their work. They may hire less qualified people and greater technology can expand professional service at a lower cost. For example, replacing fully trained teachers with less qualified temporary teachers, or replacing news reported with computers and social media.

**Module nine (Globalisation and MNCs) and Module ten (Employee Voice)**

There exists both good and bad things about multinational corporations in the globalised economy, known as "a world of contrasts". Big firms are likely multidivisional (involved in an array of businesses) and/or multinational, expanding to multiple countries (MNC).

**Multinational Strategies [What Multinationals aim to do]**

- 1) They want to get resources. Colonisation, for example, obtains resources that cannot be easily or cost-effectively obtained from origins.
- 2) They take advantage of greater market opportunities than they have at origins. New Zealand is limited in population, hence selling to China would bring greater revenue because there are far more people there.

While many MNC may originate in America, Britain, France, China, etc, it does not mean to say shareholders are completely loyal to producing in their own country. Hence, production may occur outside of the states or China. They have loyalty to shareholders, not their country.

**MNC's Visibility for criticism**

MNC come in for a lot of criticism because they are a lot more visible compared to small businesses. They are affected in terms of damaged reputation and consumer backlash if they are exploiting local conditions. Hence, the average MNC is more likely to be subscribing to international standards of humanity and rights than local small businesses. Evidence, by large, shows people will be paid better by MNCs compared to smaller or local businesses

**Example Cases: [The Fashion Industry in GAP and the Perfume Industry]**

Down the supply chain, abuses exist. Although, they are under the spotlight, hence more MNCs are accepting responsibility for working conditions not only for their own plants but for those of their subcontractors (the entire supply chain)

**GAP** has an explicit policy on child labour where workers shall meet a legal minimum age using a rigorous age verification procedure. In countries where no reliable documentation exists, the facility shall implement a recruitment system that appropriately assesses the age of potential workers.

**Claims that MNC's make**

- Subscribed to internationally recognised codes of conduct
- The ILO also has a policy on wages and benefits and conditions of work, to be similar to those of comparable employers.
- Treaty of Versailles in 1919 involved key international regulatory body on worker rights (ILO)
  1. Freedom of association and effective recognition of the right to collective bargaining. This means freedom to join or not join a trade union. If you do, you should be part of a collectively negotiated agreement on safer and better conditions for worker rights.
  2. Elimination of forced or compulsory labour
  3. Abolition of child labour
  4. Elimination of discrimination in respect of employment and occupation
  5. A safe and healthy working environment

**Work in the Multinational Firm [Health and Safety Case - Bangladesh Building Collapse]**

World's worst disaster at Rana Plaza in Bangladesh in 2013, where over 1000 workers died, has led to a range of responses by major MNCs, including 'Accord on Fire and Building Safety in Bangladesh' and a North-American 'Alliance for Bangladesh Worker Safety'.

Biggest industrial accident globally in the garment industry. Again, MNCs were under the spotlight. It is actually quite difficult to achieve social change in the way in which industries work. Aizawa and Tripathi explain:

- The need for better financing to upgrade factories in a context where 'customers want ever-cheaper clothing'
- The need for better government inspection of factories. Regulations are in place but are they actually being followed?
- Mechanisms to deal with the conflicts of interest of legislators as shareholders.
- Driving improvement in safety and other conditions through greater leadership from, and collaboration among, local stakeholders
- Fostering more independent trade unions

#### MNCs on the Bright Side

- Employee development: recruitment and selection of people for MNCs may develop you in the multinational. Extensive career development opportunities, developing indigenous managers, etc. The most sophisticated career development in the world, is by multinational corporations
- **Unilever [Case]:** Most admired MNCs for its approach to management development. Joining Unilever allows for a variety of experience rotations (good for double majors), moving you across divisions, products, markets and countries. You meet a lot of people (networking) to help you in career development as well.

#### Module 10: Employee voice

A trade union is an organisation that represents workers and advocates for their rights and interests.

**Employment Relationship:** Based on interest in common (a growing enterprise gives employment opportunities and growing wages while company benefits in profitability. But there may be competing interests.

If the company needs a restructure, your job might be at risk, so your security is based on the company's survival. Duty of directors of companies is to protect the capital of owners/shareholders, which may mean sacrificing the jobs of employees.

#### What do trade unions do?

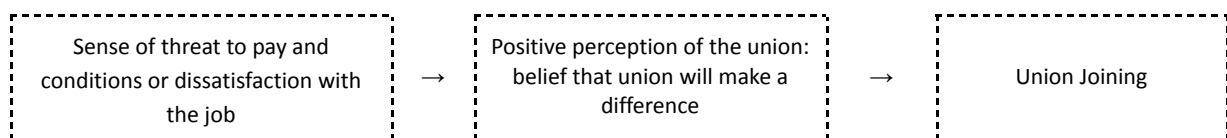
1. Act like a shield (defensive) to protect interests of workforce
2. Act like a sword (offensive), advances interests, tries to expand shares to employees
3. Unions are democracies, union members vote for the election of union officials
4. Try to improve substantial conditions of work and exercise influence in procedural arrangements of changing conditions of work
5. Legislative support for collective bargaining (as in NZ law) is the main societal means for addressing the typical power imbalance in the employment relationship

#### Collective bargaining often occurs around

- Pay and effort: wage levels, wage systems, hours and staffing levels
- Safety and security
- Job design and skills (but not that job quality is often traded for pay)
- Procedural rights: Is the right an employee has to be consulted by an employer if something is to be changed by an employer. A proposal should be given to you if the company undergoes a merge, etc.

#### Why do people join unions?

1. Dissatisfaction / Injustice Model: People feel something is unjust or unfair, and want to do something about it
2. You don't have to be dissatisfied, instead, you just have to see a benefit that is greater than the cost of joining the trade union
3. A political belief to join a trade union



↑  
Left-Leaning Political beliefs

#### Types of Employee Voice:

Direct	<ul style="list-style-type: none"> <li>Individual say over how, when, where to do job</li> <li>Team briefing</li> <li>Self-directed teams</li> <li>Engagement surveys</li> <li>Social Media</li> </ul>	<ul style="list-style-type: none"> <li>Individual rights to agree their terms</li> <li>Individual rights to consultation during work restructuring</li> </ul>
Indirect	<ul style="list-style-type: none"> <li>Management-integrated consultative forums</li> </ul>	<ul style="list-style-type: none"> <li>Recognition of trade unions</li> <li>Legally mandated consultation through works councils or consultative committees</li> </ul>

Voluntary

Legally Enforceable

Employment involvement increases trust. However, a critical break causes a backfire effect, entering a situation of distrust. If people know opinions matter, expectations raise, resulting in employee anger.

#### The Delta Airlines Case: Levels of Involvement:

Top	Delta Board Council (top executive)
Middle	Five employee councils (Flight Attendant Forum, Technical Operations Employee Council, etc)
Bottom	Continuous improvement teams (CITs), as and when needed; employee councils at base

#### Why should management care about employee voice?

- Willing compliance with the law on employee rights will make the organisation a more legitimate member of the society (CSR)
- An open acknowledgement of the value of listening and responding to employee interests can also help to stabilise management power inside the workplace
- Voice systems can improve information flows and involve employees in improving productivity, quality and working conditions in win/win ways

## Module eleven: the future of work and of the workforce

#### Trends & Controversies associated with the future of work

Work trends: Rapid technological change. Continuing advance of new technology and new business models. The first three industrial revolutions were associated with (1) water and steam power in factories, (2) electrification of power, (3) ICT or the 'information age', and now we are entering the fourth (4) industrial revolution, a wireless interconnection of smart and intelligent systems, cyber physical systems to control and collaborate with each other.

#### Industry 4.0

The most dramatic change in work is the growth of AI, the shift of agency from humans to technology as technology becomes more capable of self-directed learning. The other dramatic change is globalisation. Increasing globalisation redistributed work around the world to more cost-effective sites. These things create new job opportunities, disrupt working lives for some people (redundancies, relocations, retraining), and is a challenge to us to adapt to change (anticipated and unanticipated).

#### Controversies [Technological Change]

To what extent will robotisation and smart machinery increase?	To what extent will AI spread across both manufacturing and services?
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Four years ago, Mark Mills, quoted in Faulds and Raju (2020) argued that AI will take another 15-20 years to make widespread impact. Fast forward to more recently, Rajaram and Tinguely (2024) explains that GenAI disrupts how organisations operate as it is the first technology to generate its own content rather than disseminate or support content created by humans.

### Should we have a guaranteed minimum income because of widespread substitution of machines for people?

Raises debate whether or not giving out free money acts as a disincentive to find work, and also, can we afford to give everyone money? Why not target it to people who have a need, rather than to everyone. In NZ, at age 65, you receive universal pension and healthcare.

### Controversies [Work From Home]

- Employees who work from home are dramatically more likely to quit than employees who routinely work in an office environment as they do not have the same social connections.
- It is more difficult to generate new ideas when people are working from home rather than in an office setting where you have moment of serendipity when people come together and share ideas
- We see greater loneliness, isolation and fewer social connections from employees who are working from home, posing health risks
- Generating diversity issues: More men than women want to return to the workplace, physically present to exert more influence and individuals who are only working from home
- The flexibility from home working provides autonomy with schedules, but one issue is keeping employees accountable when they are working from home

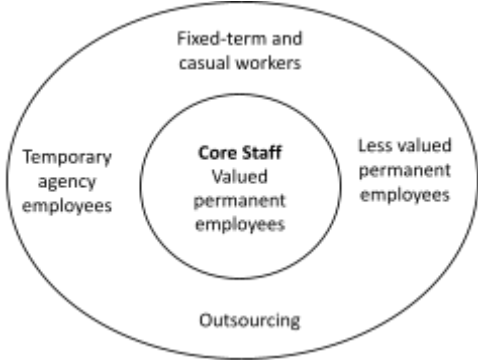
### The Future of the Workforce [Three big trends in workforce diversity]

- 1) **Greater female participation**  
Women without dependent children have high labour force participation. Partnered mothers' employment has increased, and sole mothers have also increased from 45% to 70%.
- 2) **Greater ethnic Diversity**  
Those who identify as European have decreased and Maori has increased. The biggest change is Asian people, from 11.8% to 17.2%. In Auckland, China and India are the largest groups, and Korea and Philippines have also increased.
- 3) **Greater spread of ages in the workforce (ageing workforce)**  
A rise in 1 in 4 of the population of those aged 65+. Nowadays, 65 is not considered old, they also have a higher level of employment compared to other age groups. In NZ, 65 year olds have universal pension, but still have high paid employment participation. Aging workforce does not mean people are stopping working, people continue to work and the trend is rising.

## Course Review & Exam Preparation

### Concepts | Module Seven\*

Labour intensive	Services, which are 75-80% of the economy, are experiences that we choose to purchase (Boxall and Purcell 2022), some are automated but typically labour-intensive as opposed to products, which are capital intensive. <ul style="list-style-type: none"><li>- A high investment in human labour rather than machinery, equipment, or technology</li></ul>
Service quality (tangibles and intangibles)	Any service or product is a function of the tangibles and intangibles. <ul style="list-style-type: none"><li>- Tangibles: The physical item or outcome (a meal)</li><li>- Intangibles: The experience or quality of service (how good the customer service was)</li></ul> A delicious meal (tangible) + great service (intangible) = a satisfying experience A delicious meal + rude service = a bad experience despite good food.
Simultaneous production and consumption	Services are often produced and consumed as and when customers demand them. Simultaneous production and consumption means that a service is produced and consumed at the same time. Unlike products, which can be made, stored, and used later, many services happen in real time
Zero-hours contracts	"Simultaneous production and consumption" affects human resource management (staffing), businesses need to be able to scale up with temporary, casual and fixed-term workers when demand increases, and need to be able to scale back down when demand is not there  Zero-hour contracting is the extreme version of this. The employers make zero promises of hours they give an employee, workers are often called in with short-notice, and hourly payment starts when they arrive. This is now illegal in NZ
Standardised and Simple services	Services vary along a continuum from low to high skill. Standardised and simple services are at the low-skill end of work. This includes fast-food, chain retail and house cleaning.

	<ul style="list-style-type: none"> <li>- Offered to a mass market, often by global corporations or large local firms such as international fast-food franchises, large department stores, gas stations.</li> <li>- Most people can do simple work, making simple services easy to get into and keeps wages low</li> <li>- Informal methods of management prevail, including worker exploitation in firms less visible to regulators and public scrutiny</li> </ul> <p>When the owner and employee get on well in a small firm, trust levels, flexibility and job satisfaction can be good, but what about advancement opportunities?</p> <p>SSS has the highest employee turnover rates. Although, turnover may be manageable. Turnover among highly trained and experienced workers entails substantial organisational costs</p>
Differentiated services	Are higher quality services, illustrated by the Hotel Star System, where differentiation from up from 1 to 5 stars. They are often tailored or modified to stand out from competitors by offering unique features, quality, or experiences
Co-production of services	Since Simple Services are at the less-skilled end of services, customers often engage in self-service or co-produce the service, thus helping to reduce its cost. Such as pumping your own gas, buffet restaurants, self-checkouts at supermarkets
Routinisation	Is the process of turning what you do into a routine. For example, in McDonald's, workers routine food prep (same steps for each burger) and follow standardised procedures (fixed cooking times, portion sizes) to maximise efficiency
Standardisation	Is the Taylorist process of requiring everyone to do a task in a uniform way. Managers in mass services are interested in standardising services to increase efficiency and make quality more uniform in order to drive profitability and repeat business
Scripting or service interactions	<p>Scripting can be used to achieve standardisation. Employees and customers may be controlled by ICT to reduce costs such as automated response options at government agencies and utility companies</p> <ul style="list-style-type: none"> <li>- Scripting isn't always entirely negative. It can protect you by bringing order into a chaotic situation and can help protect employees. For example, recording of customer calls can help to protect employees from ill-founded complaints or unfair criticism.</li> </ul>
Emotional labour	Scripting may include some degree of emotional labour when customers are rude or abusive, finding it frustrating to cope with the standardised system
Chronic stress, burnout	Chronic stress in a service job is known as burnout. It becomes more likely when workers have little control over continuously stressful situations (Hodson and Sullivan 2012)
Digital labour platforms	Are online platforms that connect workers with tasks or jobs, usually on a gig or freelance basis. They act as intermediaries between businesses and workers.
Algorithmic control	Managers seek to exercise control by setting standards for behaviour, output, time and monitoring employee behaviour. Algorithms manage, monitor, and direct workers' tasks, performance, and behaviour, often in digital labour platforms.
core/periphery models or employment	 <p>This model shows core staff that we keep in the business during the year, and during seasonal peaks you pull in all types of people from the periphery who are of less value. We keep the business alive through the trough by only keeping the core.</p>

### Price's Supermarket Case Study (Robin Price)

This case study analyses what is happening to the quality of jobs in an Australian supermarket.

Supermarkets pursued business strategies designed to achieve economies of scale and reduce the cost of labour by adjusting staffing levels as tightly as possible to fluctuations in customer flows.

Retail wages were the second lowest in the Australian labour market, although salaries of department and store managers are based on individual contracts with other employees on a collective agreement which reveals a high level of wage compression (when the pay gap between lower-level and higher-level employees becomes smaller). **The margins for skill and the incentives for doing an apprenticeship are not great in this sector. This is because there is a weak career structure on the shop floor, and increases in skill aren't paid highly. Hence, when you've got good employees, you do not want to lose this person to another department, although it would be in their interest for job rotation, reducing the variety of good workers and therefore greater job satisfaction.**

The lower the advancement opportunities, the more likely an employee will have higher intention to change occupations. Also, the more interesting you find the job, the less likely you are to change occupations (**vocational preference**).

Bakeries were small places where qualified bakers got up at awful hours in the morning to bake bread daily. Supermarkets change this. They have a centralised bakery of qualified bakers, premix bakery products, snap freeze, then distribute to stores to be heated up by bakery assistance, who have some training but do not need an apprenticeship. In effect, the baking jobs in the stores have been deskilled to save costs and enhance profits.

New technologies and cost minimisation strategies in supermarkets have reduced the complexity of work and de-skilled a large proportion of workers. Budget constraints limit worker internal mobility across departments, reducing the potential for building skill variety. There is a core of qualified bakers but most workers in stores simply require some training in safety and the ability to follow simple instructions, such as refilling shelves, marking down aged products and removing perished goods. Shop floor supermarket workers have been deskilled and despite investment in accredited training, this deskilling appears set to continue.

## Concepts | Module Eight

Knowledge-intensive services	All professional service firms, such as Law firms, accounting firms, medical specialists.
Information society Bell's Upskilling Thesis	The rise of information workers (working with knowledge and data rather than hands). Theory that information workers will displace industrial work in factories, and will become the largest single group in the workforce, along with a larger skill level in society. <b>Critics:</b> However, much service work is subject to routinisation and intensification. Post-Braverman research shows computerisation has taylorised or deskilled work to some extent.
Skill polarisation	Upskilling and deskilling are both occurring. People who want to use more of their skills and keep growing need to avoid situations where they are caught in a deskilling dynamic. <ol style="list-style-type: none"> <li>1. Expansion of highly-skilled, well-paid, non-routine work in the professions and other knowledge-intensive occupations</li> <li>2. Replacing mid-level work with routinisation and computerisation</li> <li>3. Expansion of low-skilled service work providing services to wealthier people, including well-paid knowledge workers</li> </ol> The result is a workforce with fewer opportunities for well-paying, mid-level jobs.
Professions ('hallmarks definition': abstract knowledge, autonomy, authority, altruism)	<ol style="list-style-type: none"> <li>1. Abstract knowledge: Theoretical knowledge from university, continuously developed throughout a career.</li> <li>2. Autonomy: Expected that you have a degree of control you express in a job</li> <li>3. Authority: Expect compliance with their orders from clients</li> <li>4. Altruism: Being prepared to use professional knowledge and skills to serve good of society</li> </ol>
semi-professionals	Companies employ HR people and they decide whether they'll give you a job as an HR specialist. Hence HR people do not have a monopoly. Workers who perform tasks requiring some level of formal education or training, but not necessarily a full professional qualification
para-professionals	Paralegals and paramedics who work under strict supervision of higher professionals. Workers who assist professionals by carrying out tasks under supervision, often with less formal training than semi-professionals

'Finders, minders, grinders'	<ul style="list-style-type: none"> <li>- Partners (finders) find the work, retain clients, expand practice and build business.</li> <li>- Managers (minders), look after entry level</li> <li>- staff accountants (grinders)</li> </ul>
Talent wars	Knowledge intensive occupations have competition for best talent. Firms can be observed doing certain things to retain talented individuals.
Employer brand and Employment value proposition	Companies try to develop an 'employer brand' to sell to talented workers by advertising their strengths in training, pay, career progression, international mobility and work-life balance.
professionalisation	The process in which an occupational specialty seeks to emulate a profession. They seek to have their education location in universities and need to convince governments to pass a statute granting them exclusive or recognised rights to the work. <b>Opposition from existing professions can be expected.</b>
deprofessionalisation	Strategy of reducing the authority and autonomy of professionals through standardising the deskilling their work. Increasing regulation can erode professional autonomy, employing less qualified people and greater technology can expand professional services at a lower cost.

### Job Quality in Professional Work [A JDR interpretation]

#### Demands:

- Professional work often has good challenge demands built in, especially at higher levels; professionals often have interesting assignments and good skill utilisation
- Work pressures are generally high among professionals because their talents are high demand or they are working in an under-resourced system
- Managerial demands can be perceived as hindrances and these can generate protest from professionals. Industrial relations are often difficult in public health and education.

#### Resources:

- Experience, trusted professionals have greater autonomy
- Professionals typically have access to training and career advancement
- Professionals often have good voice opportunities
- Professionals are generally well paid and are very highly paid at the most senior or highest-performing levels

## Concepts | Module Nine

Multinational corporation (MNC)	Companies that operate across more than one country. They are powerful firms seeking scarce and cost-effective resources and expanding markets globally
Globalisation	<p>The increasing interconnectedness of the world. Although progress is mixed and there are setbacks, the <b>liberalisation</b> of markets, <b>privatisation</b>, the reshaping of Communism, improved modes of transport and the advent of the internet, have all played their part in opening up the world to higher levels of trade in goods, services and ideas.</p> <p>MNCs are key drivers of globalisation, benefiting from open markets while facing challenges related to ethical practices and public perception</p>
World Trade Organisation	Is an international organisation that deals with the rules of trade between nations. Its goal is to promote smooth and fair trade by ensuring that goods and services flow freely across borders.
The spotlight phenomenon	MNC are much more visible in the news and can be affected in terms of damaged reputation and consumer backlash if they are exploiting local conditions in a way that offends international standards for human rights or humane conditions of work
Code of Conduct ILO and UN Global Compact	MNC subscribes to the well-known standards of conduct such as the ILO and the UN Global Compact. Balancing profitability with ethical responsibility is crucial, as non-compliance with global standards can harm their reputation and market position
Expatriates	MNCs have employee development including the selection and management of individuals to serve abroad as expatriates.

Employee and management development	MNC's have great career development and graduate programmes
Triple spatial of career movement	<b>Unilever:</b> After graduate trainees are recruited, the career movement for the best takes on a triple spatial: between functions, divisions and countries.
Management cadre	The management of the management cadre is based on building elaborate networks and relationships.

## Concepts | Module Ten

Trade Unions	<p>The relationship you and an employer have is a blend of common and competing interests. There is a common interest in growth. For conflicting interests, if business models change (re-structuring, mergers, acquisitions), an employee's security is at risk.</p> <ul style="list-style-type: none"> <li>- Unions are collective organisations to (1) protect the interest of the workforce and (2) advance interests to get employees more.</li> <li>- Unlike companies with management hierarchies, unions do not have management hierarchies, they are constituted as democracies.</li> </ul>
Collective bargaining	Unions seek to negotiate the substantive conditions of work and the procedural rights associated with worker voice
Power imbalance	Legislative support for collective bargaining (as in NZ law) is the main societal means for addressing the typical power imbalance in the employment relationship
Substantive rights Procedural rights	A collective agreement contains agreed rules on wages and conditions ('substantive rights' but also rules on how the rules can be changes ('procedural rights')
Injustice	The traditional motive for people to join unions because there are certain conditions in their job that they feel as injustice or dissatisfaction.
Utility, instrumentality	Is another motive for people to join trade unions. These people simply see a benefit greater than the cost of joining a trade union.
Ideological motives/political beliefs	Is another motive for people joining trade unions. Their motive is driven by political belief or background
Employee voice (direct, indirect/representative, voluntary, legally enforceable)	<ul style="list-style-type: none"> <li>- Indirect voice, managers inform, consult and negotiate with representatives elected by employees or appointed by trade unions.</li> <li>- Direct voice is at the individual level, leverage and influence depends on how skilled the person is, or how involved they are, the more your opinion matters</li> </ul>
Backfire effect	The risks of strong employee involvement and voice is the backfire effect. When raising expectations of people's involvement, then they come to expect it, hence raising expectations.
Corporate social responsibility	One key reason to take into account employee voice is CSR. Willing compliance with the law on employee rights will make the organisation a more legitimate member of society or societies in which it operates. An open acknowledgement of the value of listening and responding to employee interests can also help stabilise management power in the workplace. Voice systems also improve information flows and involve employees in improving productivity, quality and working conditions.

## Concepts | Module Eleven

Fourth industrial revolution (Industry 4.0)	The innovations associated with Industry 4.0 merge advanced manufacturing and ICT. There is better visibility and insight into the company's operations and assets through integration of machine sensors, middleware, software, and backend cloud computing and storage systems.
Digitisation or digitalisation	<ul style="list-style-type: none"> <li>- Digitisation: Converting physical or analogue information into a</li> </ul>



	<p>digital format (e.g., scanning a paper document to create a PDF).</p> <ul style="list-style-type: none"> <li>- Digitalisation: Using digital technologies to improve or transform processes (e.g., automating a paper-based workflow using digital tools).</li> </ul>
Artificial intelligence	The growth of AI is something that involves the shift of humans to technology as it becomes more capable of what we do as humans, but self-directed learning.
Big data	Big data can be analysed at high speed in cloud-based computer services to generate better information
AI algorithms	Complex mathematical formulas to allow complex iterations on complex processes as a positive view. Based on the Motor car case. It was disrupting trains and horses, but created more jobs than it destroyed
GenAI	Rajaram and Tinguely (2024) claim GenAI will disrupt organisations in how they operated as its the first technology to generate its own content rather than disseminate or support content created by humans
Guaranteed minimum income (universal basic income)	<ul style="list-style-type: none"> <li>- Would this impact positively or negatively on incentives to work?</li> <li>- Could society afford it? Would financial support be better if targeted to those disrupted or most in need (as in present welfare initiatives?)</li> </ul>
Gig economy	The gig economy is a labour market where people work temporary, flexible, or freelance jobs instead of full-time employment. These jobs are often arranged through digital platforms like Uber, Fiverr, or Upwork.
Teleworking; home and hybrid working workforce diversity (e.g. gender, ethnicity, ageing)	<p>The growth of remote ways of working is known as teleworking for those who can and want to is a trend that was accelerated by responses to the Covid-19 pandemic but is now being questioned by some employers</p> <ul style="list-style-type: none"> <li>- Home and hybrid work bring cost savings to employers and employees</li> <li>- Employees working from home are more likely to quit due to unequal social connection opportunity</li> <li>- Creating problems of lower collaboration and innovation</li> <li>- Causing higher levels of social isolation and poorer health</li> <li>- Gender diversity issues?</li> <li>- Encouraging greater flexibility and employee autonomy or greater surveillance?</li> </ul>
Equal employment opportunity	<p>Governments can respond to inclusion:</p> <ol style="list-style-type: none"> <li>1) Legislation</li> <li>2) Education</li> <li>3) Role modelling</li> </ol>

## Theories

[A] Explain terminology [B] Claims, Principles or hypothesis [C] Strengths/Weaknesses

1. **Holland's theory of vocational preferences/personalities (Module two)**
2. **The demand-control model (a theory of job quality, Module five)**
3. **The effort-reward imbalance model (a theory of job quality, Module six)**
4. **The job demands-resources model (a theory of job quality, Module six)**
5. **The theory of union joining (Module ten)**

## Trends

[A] Explain and Discuss Implications

1. **Skill polarisation: upskilling and deskilling (Module eight and eleven)**
2. **Professionalisation and deprofessionalisation (Module eight)**
3. **Globalisation (Module nine and eleven)**
4. **Increasing application of technology to work (Module one and eleven)**
5. **Increasing workforce diversity: gender, ethnicity, age, ... (Module eleven)**

## Controversies

[A] Explain various sides of debates [B] considering available evidence [C] Form reasonable views on them

1. **How have Taylorism and Fordism affect job quality and worker well-being? Can we design jobs in ways that are better for workers and organisations or, at least, better for workers without harming organisations? (Modules four, five, six, seven, eight)**
2. **What are the impacts of multinationals on worker rights and working conditions? Are multinationals improving the quality of work? (Module nine)**
3. **Are unions still relevant to workers? To some workers more than others? (Module ten). Should management promote or encourage employee voice? If so, how? (Module ten)**
4. **In the face of rapid technological change and globalization, what is the future of work? (Will jobs decline or grow? Will they become better or worse? Which knowledge/skills will become more important and which less so? Should we have a guaranteed minimum income/universal basic income? (Modules nine and eleven)**
5. **How does home-based and hybrid working affect organisational performance and employee well-being? (Module eleven)**

WORD COUNT: 1200 words

## Introduction / Conclusion Template

Janet's Job Quality and Recommendations	Janet's situation highlights the challenges many professionals face in high-pressure careers, particularly in law. While she finds her work intellectually stimulating and rewarding, the demanding hours and work-life imbalance are taking a toll on her well-being. This essay will analyse Janet's job quality using relevant theories, such as the Job Characteristics Model and Maslow's Hierarchy of Needs, to evaluate her intrinsic and extrinsic motivators. Additionally, it will provide recommendations for how Janet can address her exhaustion and negotiate better working conditions to achieve a sustainable balance between her career and personal life.
	In conclusion, Janet's job offers significant opportunities for growth and skill development, but the excessive workload and lack of work-life balance are undermining her well-being. By setting clear boundaries, seeking support from her manager, and prioritizing self-care, Janet can mitigate burnout while continuing to thrive in her legal career. Ultimately, addressing these challenges proactively will not only improve her job satisfaction but also enhance her long-term productivity and success in the firm.
MNC's and Worker Outcomes	Multinational corporations (MNCs) wield significant power over global labor markets, often influencing pay, working conditions, and employee development. While some argue that MNCs exploit workers, particularly in developing countries, others contend that they bring economic growth and improved standards. This essay will critically evaluate the extent to which MNCs can act without accountability and the resulting impact on workers. Using examples and theories such as global labor standards and stakeholder theory, it will assess whether the outcomes for workers are as detrimental as the statement suggests.
	In conclusion, while MNCs have the capacity to improve working conditions and provide development opportunities, their actions often prioritize profit over worker well-being, particularly in regions with weak labor regulations. However, the growing influence of global standards and corporate social responsibility initiatives suggests that MNCs are not entirely free to act as they please. To ensure better outcomes for workers, stronger regulatory frameworks and ethical leadership are essential to hold MNCs accountable for their practices.
Managing a Diverse Workforce in New Zealand	As New Zealand's workforce becomes increasingly diverse, managers must adapt their practices to foster inclusivity and leverage the benefits of diversity. This essay will explore key issues such as unconscious bias, cultural differences, and communication barriers, as well as concepts like equity and inclusion. It will recommend actionable strategies, such as diversity training and inclusive leadership, to help managers create a workplace where all employees feel valued and empowered. These actions are crucial not only for ethical reasons but also for enhancing organizational performance and innovation.
	In conclusion, managing a diverse workforce requires a proactive and thoughtful approach from managers. By understanding the challenges and implementing inclusive practices, organizations can unlock the full potential of their employees. Embracing diversity is not just a moral imperative but also a strategic advantage, as it drives creativity, problem-solving, and competitiveness in an increasingly globalized world.
John's Union Negotiations	John's situation underscores the importance of effective union-management relationships in maintaining workplace harmony and productivity. With 60% of his workforce now unionized, John must approach the upcoming negotiations with a collaborative mindset to avoid disruptions and build trust. This essay will advise John on strategies such as open communication, mutual respect, and transparency during the collective bargaining process. By fostering a positive relationship with the union, John can ensure a fair agreement that benefits both the employees and the organization.
	In conclusion, John's ability to create and maintain a good relationship with the union will depend on his willingness to engage in open dialogue and prioritize mutual interests. By adopting a cooperative approach and demonstrating respect for the union's role, John can negotiate a collective agreement that minimizes conflict and supports the long-term success of his organization. A strong union-management relationship is not only beneficial for employee morale but also essential for sustaining growth and stability in the firm.