

chapter 5
management 147

<i>learning objectives</i>	147
<i>introduction</i>	148
goals and functions of management	149
management of labour	151
management control strategies	153
business strategies and industrial relations	156
evidence on managerial practices	157
understanding management practices	162
role of market conditions	165
managerial style and attitudes	167
structures for the management of industrial relations	172
resources and staff	173
the division of responsibilities	174
<i>final observations</i>	176
<i>summary</i>	176
<i>discussion questions</i>	177
<i>further reading</i>	180

chapter 6
employee representation:
trade unions 183

<i>learning objectives</i>	183
<i>introduction</i>	184
what do unions do?	186
union structures	190
the shape of unions	190
internal governance structures	192
external union affiliations and alliances	194
the origins and evolution of Australian unions	195
1800s—1890	196
1890—1900	198
1900—1989	200
the 1990s and 2000s	203
why employees join unions	204
explaining declining union density	207
<i>changing composition of employment</i>	207
<i>economic factors</i>	209
<i>changing popularity of unions</i>	211
<i>role of management</i>	212
<i>government policies</i>	213
<i>union policies and structures</i>	214

IR news	
<i>how they keep the peace</i>	152
work story	
<i>managing under stress</i>	162
case study	
<i>cost minimisation at Qantas (including issues for debate and references)</i>	178



IR news	
<i>inside the union</i>	188
work story	
<i>the experiences of an activist in the Transport Workers Union</i>	194
case study	
<i>anatomy of a union in decline (including issues for debate and references)</i>	229

