

MACQUARIE UNIVERSITY
DIVISION OF ECONOMIC AND FINANCIAL STUDIES

**Department of Business (Management, Marketing, Demography, International
Business and Human Resource Management)**

Discipline Profile
Adopted by the Department of Business July 2006

OVERVIEW

The department consists of five related sub-disciplines: Management, Marketing, Demography, International Business and Human Resource Management. It offers a wide range of programs. At the undergraduate level, we offer the Bachelor of Business Administration (BBA) degree together with its associated double degrees. The BBA offers students the opportunity to pursue a broad range of business subjects with an opportunity to study two areas in some depth through elective options. The degree was introduced in 1998. It has a large student intake and requires a high UAI.

The BCom (Marketing) was also introduced in 1998 and offers students an opportunity to specialise in marketing. It shares a number of units with the BBA; consequently it too has high entry requirements. The BCom (Economics and Marketing) offers students two specialist areas in their degree as do the BCom (Marketing and Demographics) and BCom (Marketing and Organisational Behaviour). The department offers BA, BSc, BCom and BEc degrees in Demography. These programs are unique in the Australian context. In 2003 the Department introduced a Bachelor of International Business degree, in response to what it perceived to be the increasing demand for such programs in both the domestic and the international markets. In 2005 the Department introduced the Bachelor of Human Resource Management degree, which allows students the opportunity to combine an in-depth study of human resource management with related social science subjects. The department also contributes to the interdisciplinary Bachelor of Health and Bachelor of Social Science programs.

Student enrolments in the department are high: typically a 200-level unit has between 250 and 350 students and 300-level units are much the same. The entry level program for the BBA and BCom (Marketing) has over 1,000 students. For some units, a program of application lectures and computer simulations are run. These replace conventional tutorials with 'live case studies', which may be presented by industry speakers.

The department contributes to the Master of Commerce in Business, Master of International Business, and Master of Commerce in Marketing degrees which are coordinated by the Graduate Accounting and Commerce centre. The department currently offers a number of units in each of these programs. In addition the department offers Masters by Research and PhD degrees in each of its five sub-disciplines.

These activities require quality teaching and a high level of currency in terms of knowledge of developments and events within the disciplines we span. Increasingly we are expanding our teaching activities into flexible media and this too increases the pressures on our staff. Being one of the smaller departments within the Division, we work together as a team. The ability of working together to achieve results is an essential requirement.

QUALIFICATIONS

Associate Lecturer (Level A)

Associate Lecturers are generally appointed with an honours degree majoring in one of the five sub-disciplines within the department, and would be expected to proceed towards a higher degree, which combines research training and advanced studies in the discipline areas, through a research thesis/project.

Lecturer (Level B)

A Lecturer would generally be expected to hold a PhD degree or would be expected to have made substantial progress towards a PhD or relevant doctorate in a related discipline. Alternatively, a lecturer might be appointed with Master's level qualifications on the basis of senior management experience. Lecturers would also be expected to hold relevant professional qualifications or be members of a relevant professional organisation.

Senior Lecturer (Level C)

A Senior Lecturer would normally be expected to hold a PhD or relevant doctorate and have substantial academic experience. In exceptional cases, as an alternative to a doctorate, a Senior Lecturer might have substantial senior management experience. She/he would also be expected to hold a professional qualification or to be an active member of relevant professional organisation.

Associate Professor (Level D)

An Associate Professor would be expected to hold a PhD or equivalent relevant doctorate. S/he should have an international reputation within a substantive business discipline. S/he should have an active role in a relevant professional organisation (either national or international).

Professor (Level E)

A Professor would be expected to hold a PhD or equivalent. S/he should have an international reputation within a substantive business discipline. S/he should have an active role in a relevant professional organisation (either national or international).

TEACHING DUTIES

Associate Lecturer (Level A)

An Associate Lecturer is expected to act as unit administrator for one unit each year and contribute to other units in areas in which they have expertise and academic interest.

Lecturers (Level B)

A Lecturer is expected to act as lecturer-in-charge and undertake major lecturing responsibilities in one unit each semester. Where applicable it is desirable that lecturers will contribute to other units in which they have expertise and academic interest. Lecturers are expected to supervise Research students at Honours, Master's and PhD level (in the latter instance, as "assistant" or "associate" supervisor, in association with a more senior colleague) Lecturers are also expected to take an active role in curriculum development for those units.

Senior Lecturer (Level C)

A Senior Lecturer is expected to act as lecturer-in-charge and undertake major lecturing responsibilities in one unit in each semester. This includes program curriculum development responsibilities for these units. In addition, Senior Lecturers are also expected to contribute to honours teaching programs and to supervise research students at Honours, Master's and PhD levels.

Associate Professor (Level D)

Associate Professors are expected to contribute significantly to development and teaching units at all levels, taking an active role in program development and teaching. They are required to take lecturer-in-charge responsibilities for one unit per academic year and to supervise Honours, Masters and Doctoral research students.

Professor (Level E)

Professors are expected to contribute to program development and to teaching units at both undergraduate and postgraduate levels. They are also required to take lecturer-in-charge responsibilities for one unit per academic year. Professors are required to supervise Honours, Masters and Doctoral students.

RESEARCH

The Nature of Business Research

Research activity within the sub-disciplines comprising the department is diverse. Topics and methods used are also diverse. Consequently qualitative and quantitative projects are equally valuable.

Research may be both conceptual and applied. Often members are requested to investigate specific issues of interest to either an organisation (public or private) or an industry. At all times we should attempt to apply the method and rigour expected of academic researchers.

The research undertaken should impact within the Academic and/or wider community and should reflect relevant business or business-related topics. Innovation, rigour, impact and currency are to be sought with a view to establishing a strong reputation in specific areas of departmental interests.

Characteristics of Publications

Journals: Leading international journals should be targeted by staff. Clearly these will differ across the range of interests of departmental members. While there are obvious journals we should be aiming for, some realism should be exercised and we should be rational in our selection. For example, if a topic is new and if it is thought worthwhile to obtain exposure to a broad audience, who will respond positively to the topic, institutional journals are considered worthwhile. Nevertheless, the quality of the journal and the impact of the journal article are important indications. In this sense refereed articles in high quality academic journals are most highly regarded. Similarly refereed conference papers are worthwhile, but are regarded as a “stepping stone” to ultimate journal publications and are, thus, less highly regarded.

Department members have a wide range of research interests and career requirements. To this end their judgement should be used when selecting or targeting publication vehicles.

Expectations of Publication and Research

Associate Lecturer (Level A)

As noted under the heading ‘Qualifications’, Associate Lecturers would normally be working on their first higher degree. Associate Lecturers are also encouraged to make workshop and conference presentations of their developing work. The expected performance is an average of 0.5 DEST points per annum.

Lecturer (Level B)

A Lecturer would be expected to be developing an active research program and to have demonstrated some achievements in research. Ideally, this would be by having a paper published in a refereed journal, and by continuing work toward further publications. However, staff are often recruited from business and these people take time to train in research and develop an active research program. Consequently, secondary evidence of active research should also be considered. Such evidence may include seminar and conference presentations, monographs, and working papers in process of development for submission to a refereed journal. A long-run average of 0.67 DEST points per annum is expected.

Senior Lecturer (Level C)

A Senior Lecturer would be expected to have an active and on-going research program. Evidence of active research would include publications in refereed journals, seminar and conference presentations, monographs, and working papers in process of development for submission to a refereed journal. An average of greater than 1.0 DEST points per annum is expected, with greater weight being attached to refereed journal publications.

A Senior Lecturer would also be expected to be involved in supervision of Honours and Masters research students.

Associate Professor (Level D)

An Associate Professor would be expected to have a strong profile in research and scholarship, with an established and on-going research program. Evidence of an established and on-going research program would include publications in highly regarded, internationally-refereed journals, research based textbooks, University seminar and conference presentations, monographs, and working papers in process of development for submission to a refereed journal. A long-run average of greater than 1.5 DEST points per annum with strong refereed journal output is expected.

An Associate Professor would also be expected to have a demonstrated ability to provide leadership in research through successful supervision of Honours and Masters Research students, and through helping more junior staff with their research programs. Associate Professors should also display a record of attracting research grants or commercial research funding.

Professor (Level E)

A Professor would be expected to have a strong international profile in research and scholarship and to be maintaining an on-going research program. Papers in highly regarded, internationally-refereed journals and research-based text books are expected output.

A Professor would be expected to include seminar and conference presentations, monographs and working papers in process for eventual submission to refereed journals. A long-run average of greater than 2.0 DEST points per annum is expected.

Research leadership should be demonstrated through successful supervision of Honours, Masters and Doctoral students and guidance for all staff with research programs, along with an established record of attracting significant competitive research grant and/or successful commercial research funding.

PROFESSIONAL PERFORMANCE

Professional performance, other than through published work, is demonstrated in a number of ways, including:

- (i) writing book reviews for professional and academic journals;
- (ii) participation in activities of professional associations through committee membership or in other ways;
- (iii) examination of theses and research projects;
- (iv) refereeing papers for scholarly journals and conferences;
- (v) commissioned work for a government body or professional association;
- (vi) editorship, guest editorship, and editorial board membership for journals;
- (vii) conference organisation and selection of papers for conferences.

A Lecturer might be expected to be appraised using (i) and (ii) above, while a Senior Lecturer's involvement might extend to (v).

Associate Professors and Professors are expected to be involved in all of these activities.

SERVICE TO THE UNIVERSITY AND THE WIDER COMMUNITY

Associate Lecturer (Level A)

The administrative responsibilities for an Associate Lecturer normally would be limited to administration of a large undergraduate unit each semester, and participation in the department's general undergraduate student consultation roster. It is acknowledged that a high level of involvement in administrative tasks and responsibilities are likely to preclude an Associate Lecturer from maintaining their preferred research and teaching programs. An unusually heavy teaching program may also affect maintenance of the preferred research program.

Lecturer (Level B)

A Lecturer would be expected to contribute to the administration of the department through membership of one or more of the department's committees and undertaking appropriate administrative tasks. Some Lecturers also make significant contributions to administration at Division and University levels. It is acknowledged that a high level of involvement in administrative tasks and responsibilities are likely to preclude a Lecturer from maintaining their preferred research and teaching programs. An unusually heavy teaching program may also affect maintenance of the preferred research program. Notwithstanding, heavy administrative and/or teaching loads should not be seen as a barrier to progress towards doctoral qualifications.

Senior Lecturer (Level C)

A Senior Lecturer would be expected to make a significant contribution to the administration of the department and the Division through membership of one or more of the department's (Division's)

committees, and through taking a proactive responsibility for the effective operation of such committee(s) and/or for appropriate administrative tasks. It is acknowledged that a high level of involvement in administrative tasks and responsibilities are likely to preclude a Senior Lecturer from maintaining their preferred research and teaching programs. An unusually heavy teaching program may also affect maintenance of the preferred research program. Notwithstanding, heavy administrative and/or teaching loads should not be seen as a barrier to attaining doctoral qualifications.

A Senior Lecturer would typically contribute service to the relevant professional, academic or business communities, but the form and nature of such contribution will vary, and the department makes no expectations of such service or its specific form or nature.

Associate Professor (Level D)

An Associate Professor would be expected to demonstrate concern, involvement, and proactivity in the continuing operations and development of the department and Division, both formally and informally, through membership of, and active contribution to, senior committees with general departmental policy functions, and/or through assuming proactivity and senior responsibility for the effective operation for such committees and/or for appropriate administrative tasks. In particular, an Associate Professor would be expected to be prepared to serve in one of the two key departmental roles of Head of Department and Director of Postgraduate Studies. It is acknowledged that these administrative tasks and responsibilities are likely to preclude an Associate Professor from maintaining their preferred research and teaching programs. An unusually heavy teaching program may also affect maintenance of the preferred research program. An Associate Professor would also be responsible for staff supervision under the University's Performance Management System, and contribute service to the University through, for example, membership of University committees.

An Associate Professor would typically contribute service to the relevant professional, academic or business communities, but the form and nature of such contribution will vary, and the department makes no exceptions of such service or its specific form or nature.

Professor (Level E)

As for Associate Professor and a Professor is expected to play a major motivational role in the Department (Division).

Promotion and Probation Criteria

For promotion from one level to the next, it is necessary for an applicant to demonstrate performance that is beyond that of their existing level and approaches that of the level to which promotion is sought. Staff in probationary appointments should seek to achieve the requirements stipulated in their letter of appointment by the due date.

Consultancies and Commissioned Work

Consulting can be a significant activity in business departments. Consulting involves the application of academic knowledge to issues of concern in either the public or private sectors, and in many cases can be expected to lead to further research, conference papers and publications. Consulting which does not have these characteristics would not be considered to have academic merit.

Involvement in Professional Associations and Community Involvement

Senior members of the department may be expected to play an active role in relevant professional associations, including presidencies, membership of association management councils and editorial committees, and organisation of professional conferences. They should be active in the broader community through such activities as participation in government committees and not-for-profit organisations, and the establishment of links with business and commercial interests. They should also become involved in an advisory capacity with other tertiary institutions.