

Macquarie Graduate School of Management **Disciplinary Profile, 1997**

1. The Management Discipline

The discipline of management is essentially interdisciplinary in nature, comprising a number of sub-disciplines, with a strong applied focus. Like medicine, engineering and education, it is a practice based discipline with an emphasis on the application of the individual's fundamental disciplinary background in the field of management practice.

The MGSM is ranked highly as one of the leading management schools in Australia and consequently has high expectations of its staff. It is expected that all academic staff members will display academic abilities via appropriate qualifications, excellence in teaching, research performance via continuing research output and ability to attract research funding. Also academics are expected to service the MGSM, University and the wider community via participation in administration, committees, executive positions on professional associations and representing the MGSM on outside bodies.

As a graduate school, the MGSM's award programs are exclusively postgraduate, providing primarily coursework postgraduate diplomas and master's degrees in management. At the same time, the School has a growing number of part-time and full-time higher degree research students and is expected to attract a number of DBA local and international students.

2. Qualifications

A: Associate Lecturer: It is not expected that appointments at the MGSM would be made at this level.

B: Lecturer: It is expected that applicants would have an undergraduate degree (preferably at honours level) and a research degree in a basic discipline like economics, law, psychology, politics, etc. preferably at the master's level and several significant publications. A PhD is desirable but significant progress towards completion of the degree could suffice.

C: Senior Lecturer: A PhD is generally required at this level.

D: Associate Professor: A PhD is expected at this level.

E: Professor: A PhD is expected at this level.

3. Teaching

Quality of teaching is an important criterion for promotion at all levels in the field of management. The nature of the School's student body in post-graduate programs is such that there is a need for academic staff to be fully aware of their own disciplinary area as well as the practice of management. Credibility in teaching is obtained by a thorough grasp of the subject matter, experience in the professional world, and ability to convey the subject matter in a way which is seen to be relevant to practising managers. The School therefore places great emphasis on teaching quality and innovation and it is expected that all staff will have had some practical experience as well as an excellent academic track record. Practical experience may have been obtained by working in an executive capacity, by undertaking various forms of consulting work to business or government, or by acting in a significant advisory capacity to business or government.

It is expected that all levels of academic staff at the MGSM will possess these qualities, as each staff member is totally responsible for preparing, determining and grading each unit they teach.

Teaching: The following represent the anticipated capabilities at the different levels. It is not anticipated that all the corporate issues would necessarily be required for any individual.

A: Associate Lecturer:

Not appropriate

B: Lecturer:

Create new graduate units
Design curriculum and course outline
Plan delivery
Deliver lectures and seminars
Use teaching media authoritatively
Use SETS and other feedback to enhance own performance

C: Senior Lecturer: As level B plus:

Design sub program of a degree, eg major study area
Review and assess components of a sub program

D: Associate Professor: As level C plus:

Advising others on teaching methods and techniques
Lead the design of a degree program
Lead the review and assessment of a degree program
Provide leadership in the teaching delivery of a degree program

E: Professor: As level D plus:

Provide leadership in a teaching subject area across a range of degree programs
Review and assess a range of degree programs

The teaching style is variable and the MGSM uses a variety of approaches, including case method, worldwide web, syndicate, small

group to large group teaching. All styles emphasise a highly interactive approach to teaching, requiring particular skill on the part of the instructor. Innovation and curriculum design is expected from all staff. Teaching loads are typically five courses per year, which can be taught over the School's four term academic year, and it is not uncommon for each lecturer to teach in more than one sub-discipline. The School is therefore interested in the breadth of an academic's work and additional weight is placed on persons who have demonstrated ability in more than one area of the field, such as combining accounting, economics, politics or psychology with organisation studies, marketing, or law. All course units are assessed by SETS.

Supervision of postgraduate research students is expected at the Associate Professor and Professor levels. All staff at both of these levels would have a clearly delineated research program which would incorporate supervision of postgraduate research students in their area(s), plus supervision of DBA students in more practically oriented management research.

4. Scholarship and Research

The range of research undertaken in the field of management includes work of a theoretical kind and/or research based on empirical data. These works are variously presented in the form of monographs, journal articles, and conference papers providing new knowledge in one of the sub-fields of management or integrating several sub-disciplines. Case studies and working papers also represent an important aspect of research and scholarship, particularly in their contribution to teaching.

There is a variety of places in which the results of individuals' scholarship and research would be published, including a number of reputable general management journals published in Australia, as well as a very large range of overseas publications. These include, for example, *Management Science*, *The Australian Journal of Management*, *The Australian Journal of Public Administration*, *Journal of the Australian and New Zealand Academy of Management*, *Organisation Studies*, *Academy of Management*, *Organisation Studies*, *Academy of Management Review*, the *Sloan Management Review*, *The Journal of International Business Studies*, and the *Administrative Science Quarterly*. The *Harvard Business Review* also publishes papers of good quality of a substantially applied nature. There are a number of other journals of a similar kind published in the management field, both in Australia and overseas.

It is often the case that works are published in a journal of the sub-discipline concerned. For example, work to do with industrial relations might be published in the *Industrial Relations Journal*, work in economics might appear in the *Economic Journal*, the *Quarterly Journal of Economics*, or the *Economic Record*, while law publications may appear in such journals as the *Federal Law Review* and the *Environmental Planning Law Journal*. Similarly, there are many journals publishing work in each of the areas of organisation studies, accounting, psychology, marketing, operations, and strategic management. The interdisciplinary nature of management is such that, depending on the specific topic of the paper,

applicants' publications may appear in a number of a different sub-discipline journals rather than being confined to a narrow set of outlets. Consequently, an individual might publish in a wide variety of such journals.

Quality research involves the expenditure of large amounts of time and financial resources. It is expected that all academic staff at the MGSM must show a capacity and ability to attract internal (MGSM and Macquarie University), as well as external/research funds (eg ARC grants, industry grants or international research monies).

Active researchers in the School can be provided with (at the discretion of the Director) up to 20% reduction in teaching load for recent significant additional research output. Therefore it is expected that for these staff members at least 40% of their time would be spent on research activities.

The applied nature of the discipline is such that a significant amount of proprietary research can be undertaken either on a commissioned basis or as a result of successful tendering processes usually via a University company. These encompass both public and private sector organisations and involve the application of specific research techniques to answer strategic management questions. This work ought eventually to provide a basis for refereed publications or book chapters as appropriate, allowing for the confidentiality that such work generally requires.

In addition, quite a considerable amount of professional research in the field of management is promulgated through publications of a more popular kind. While these articles are not usually as rigorous in their argument, they may often be based on high quality research. These articles are usually not refereed, but are influential in spreading new ideas about the discipline and in reaching a broader audience which is concerned with implementation. The MGSM Research Management Plan 1997 outlines other types of vehicles for the dissemination of research output. It is expected that staff would pursue more than one avenue for publishing their research.

Joint authorship is quite common in the field of management and often the form of collaboration in writing, particularly of monographs and textbooks. An example of such co-operation would be a practitioner oriented book in which each chapter might be written by an expert in a particular field of managerial practice, with the book being edited by an academic. An extension of this approach is the role which some academics are invited to undertake editing a publisher's series.

B: Lecturer: Lecturer B's in the School are expected to demonstrate a capacity and preparedness to engage in research, (eg. annually one or more of the following - a working paper potentially for external refereed publication; a book chapter; a refereed publication).

C: Senior Lecturer: A Senior Lecturer is expected to be active in research (eg. annually two or more of the following - a working

paper potentially for external refereed publication; refereed conference presentations; chapter in book; scholarly book or textbook; commissioned reports in the public domain; attracting internal and/or external research funding).

- D: Associate Professor:** An Associate Professor is expected to be active in research, to be producing on a continuing basis quality work and display evidence of a leadership role in the field (local and/or international) (eg. as for Senior Lecturer but usually at a higher rate of productivity and influence).
- E: Professor:** A Professor at the MGSM is expected to be a research leader in their sub-discipline, producing quality work and displaying evidence of continuing international recognition (eg. as for Associate Professor, but usually at a higher level of productivity and influence).

5. Service to the University and the Community

The MGSM is unique in the University structure in so far as it is required to self fund any expansion in its teaching program, faculty, facilities and research activities. This places a responsibility far greater than that expected in the rest of the University on all MGSM staff to be entrepreneurial in the development and management of new existing initiatives.

A Lecturer B would therefore be expected to play an active role in School administration, although at a level lower than that of a Senior Lecturer or Associate Professor or Professor of Management. Such duties could involve co-ordination of one of the School's award programs, involvement in student affairs within the School or the administration of specific project initiatives as they arise, (eg. project management of a new 'in-house' program). At Senior Lecturer level this is expected to extend to involvement with University wide committees. At Associate Professor and Professor level a significant contribution to discipline, School and University administration is required as is evidence of involvement with the development of management or a sub-discipline thereof. In addition evidence of work in developing school/university - community relations would be important.

The MGSM places particular importance on professional activities, as demonstrated by experience in a managerial or consulting capacity, both before appointment and subsequently. Experience as an adviser to senior management in the public and/or private sector, refereeing for scholarly journals or editorial board membership would be useful demonstrations of professional competence, as would the preparation and acceptance of commissioned reports. In the same way, invitations to joint government and private sector peak bodies on the basis of one's academic reputation represents another demonstration of consulting skills and standing in the community.

Academics at all levels should be active members of relevant professional and/or scholarly associations.

Membership of professional management associations, such as the Australian Institute of Public Administration in Australia and the professional international associations, such as Academy of Management, is relevant. Similarly, membership in one of the sub-discipline associations, for example the Australian Communication Association, Academic Accounting Association of Australia and New Zealand or the Australian Institute of Human Resource Management are important.

In summary, in regard to service to the Universities and wide community it is expected that:

B: Lecturer: Lectures in the School would therefore be expected to play an important role in School administration, although at a level lower than that of a Senior Lecturer of Management. Such duties could involve co-ordination of one or more of the School's award programs, involvement in student affairs within the School or the administration of specific project initiatives as they arise (eg. project management of a new 'in-house' program). Also they would be expected to represent the School in an active and positive way both to the University and to the community generally although at a level lower than that of a Senior Lecturer of Management. The former may involve acting on various University or School committees, with participation expected in at least one committee.

C: Senior Lecturer: A Senior Lecturer would be expected to play a significant role in School administration, although at a level lower than that of an Associate Professor of Management. Such duties could involve co-ordination of one or more of the School's award programs, involvement in student affairs within the School or the administration of specific project initiatives as they arise (eg. project management of a new international program). Also they would be expected to represent the School in an active and positive way both to the University and to the community generally. The former may involve acting on several University or School committees.

It would be expected that they would be on a minimum of two MGSM and/or University wide committees, plus represent the MGSM in wider community activities.

D: Associate Professor: An Associate Professor is expected to play a significant role in School administration. Such duties could involve co-ordination of one or more of the School's award programs, or roles such as Director Academic Programs or Director Research; involvement in student affairs within the School or the administration of specific project initiatives as they arise (eg. project management of a new international program).

At this level staff are expected to represent the School in an active and positive way both to the University and to the community generally in committee membership, although at a level lower than that of a Professor of Management (eg. may involve acting as School representative on various University committees).

E: Professor: A Professor at the MGSM is expected to be an administrative leader in their disciplinary area, which could involve co-ordinating core units and other subdisciplinary units. Duties also include representing the MGSM on government and other outside bodies. A professor is expected to show each year a significant contribution to MGSM administration, service to the University and wider community at a level higher than that of lecturer, senior lecturer and associate professor.