

This course is taught 100% online using Canvas.

Learning Objectives

Rutgers Core: SCL

SCL-1: Understand different theories about human culture, social identity, economic entities, political systems, and other forms of social organization.

SCL-2: Employ tools of social scientific reasoning to study particular questions or situations, using appropriate assumptions, methods, evidence, and arguments.

School of Management and Labor Relations:

- Demonstrate an understanding of relevant theories and apply them given the background context of a particular work situation. (Goal IV)
- Evaluate the context of workplace issues, public policies, and management decisions. (Goal V)
- Demonstrate an understanding of how to apply knowledge necessary for effective work performance. (Goal VI)
- Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations. (Goal VII)

Get Help

Need Assistance with a technical question?

It is the student's responsibility to be able to perform technically in the course. Contact helpdesk staff if you need assistance using the **Canvas**. Your instructor cannot assist you with technical issues – but the helpdesk staff can!

Helpdesk: Rutgers Office of Information and Technology

Email: <https://it.rutgers.edu/help-support>

Call: 833-OIT-HELP

Student resources

If you are in need of help in the areas of (a) mental health, (b) academic coaching, and (c) financial assistance: <https://smlr.rutgers.edu/about-smlr/fall-2022-information-smlr-students>

SMLR Scholarships

<https://smlr.rutgers.edu/academic-programs/scholarships>

Labor Studies and Employment Relations Department:

- Understand different theories about human culture, social identity, economic entities, political systems, and other forms of social organization. (Goal 1).
- Employ tools of social scientific reasoning to study particular questions or situations, using appropriate assumptions, methods, evidence, and arguments. (Goal 2).

Course Description

This class will look at the key issues in the management of people, primarily in for-profit corporations in the United States. It will not teach detailed management techniques and methods. Instead, we will discuss theoretical concepts that will help us understand and analyze real world challenges in the changing workplace.

Key questions and themes include:

- What is work, what is a workplace and what is an organization?
- Why should organizations put people first for success and sustainability?
- How and why are organizations changing?
- What are the incentives in the workplace for workers and managers?
- What are the effects of new forms of work organization such as temping, freelancing and outsourcing on workers and organizations?

Course Requirements

Readings and Other Resources

There are no required books for this course. Readings will be posted on Canvas. The schedule below includes the core material. However, additional readings/videos may be added throughout the term. Students are encouraged to share relevant news articles with their peers as part of the Discussion Forums. The *Wall Street Journal*, *NY Times*, *Bloomberg*, and *The Economist* are excellent sources to begin a daily practice of keeping up on issues related to the management of people.

Assignments and Assessments

Exams	24 points	Midterm (Week 2 – 7): 14 points Final exam (Week 9 – 13): 10 points
Individual Assignments	20 points	4 @ 5 points each
Discussion Forums	20 points	6 @ 3 points each; 1 @ 2 points
Team Assignments	16 points	1 @ 2 points 2 @ 7 points
Final Project	20 points	20 points
TOTAL	100 points	

Exams

- Worth 24 points (Midterm: 14, Final exam: 10)
- Students are assessed on knowledge gained weeks 2 – 7 and 9 – 13.
- Exams involve true/false and multiple choice. Exams are timed and open book.

Individual Assignments

- Worth 20 points
- Four short assignments, each 5 points
- Essay, Power Point or Mixed Media
- Use 12 point font, double spaced; Times New Roman
- Pay attention to grammar

Discussion Forums (Begin on Tuesday and end on the following Monday)

- Worth 20 points
- Forum 1 is worth 2 points. Other six forums are worth 3 points each
- Students are organized into groups of 6-8 members beginning with Forum #2. These groups will change throughout the semester.
- Post **at least two times**: Upload one original post [**150 ~ 200 words**] and reply to one or more of your classmates' posts (**more than one sentence**) about each topic. When a student does not participate fully or at all by 11:59PM on the day that the commenting period closes, points cannot be made up. **Posting** at least twice is required to be considered for grading. *i.e. A single post without any response to a peer will result in a grade of zero.*
- Discussions are post first - students must make an original comment before viewing content of other discussion group comments.
- All postings should be Times Roman, 12 point font.
- ***Cite your learning resources and external resources*** (eText, videos, other readings, blogs, etc) to support your response. See AI statement below. *Your initial post should integrate AT LEAST one resource from the week with a proper citation in order to receive credit.*
- ***Timeliness is important*** - a good discussion entails keeping the dialogue going (throughout the given week) with your classmates. In order to facilitate the dialogue, it is critical you adhere to the Discussion post due dates below so you have sufficient time to respond to each other's posts. Please **do not wait until the last day** to post your responses. Due dates are as follows:
 - **By Friday of the Forum Week**, post your initial response to the question(s). **See ** below.**
 - **By Monday of the Forum Week**, read, and respond to one (or more) of your classmates' posts.

- Return to the Discussion Forum after your initial post and read responses given to you by other students. Continue the dialogue throughout the week. Be sure to adhere to the Discussion Post Guidelines (in Course Essentials) as well as the Grading Rubric.

******Because it is unfair to your peers if you do not post your initial response by Friday, one point will be deducted from the total Discussion grade for every day that the initial post is late (assuming the post meets all requirements). e.g. If you post your initial post on Monday and then also reply on Monday, you will not be able to receive any points.

- Note that the instructor will monitor the forum and often comment or bring up other considerations. Be sure to read those comments and respond if appropriate. The purpose of my monitoring is to clarify and reinforce key points.

Team Assignments

- Worth 15 points
- Students will be assigned to a team of 4 (different than Discussion Groups)
- First assignment is for the team to develop a working manifesto worth 2 points. There will be two group projects each worth 6 points.
- Projects will be collaborative – work should be evenly distributed; grades are determined by the manifesto agreed upon by the team.
- Rubric for each project will be provided as the projects will differ (podcasts, panel discussions, power point, etc.)
- Course readings and other material should be referenced in the projects. Always include citations and a reference page. See AI statement below.
- Proper grammar is expected and will be considered in grading.
- Prof. Sosa is available to join team Zoom meetings at the request of the team.

Final Project

- Worth 20 points
- Students will conduct two interviews: one with workers in the early stage of their career and one with someone in the later stage. With the help of Prof. Sosa and their peers, students will develop five well-crafted and meaningful questions which capture work and organizational topics from this course. After collecting interview data, the students will explore and synthesize the interviewee answers relative to the course material.

Course Policies

Communication

Messages Sent to My Canvas Inbox

Unless students receive advance notification, I will check my Canvas Inbox by 6 pm EST on regular workdays. This excludes Weekends and college break (e.g. Spring Break, Thanksgiving). If a student sends a comment or question, I will address the contents of

the message within 24 hours. I will try but messages sent after Friday at 5PM or on the weekends may not be returned until Monday morning.

Office Hours – The link for my Zoom office hours listed above is embedded in the course. I am also happy to meet with you at a pre-arranged time.

Messages Sent to Student Canvas Inbox

It is the responsibility of the student to regularly check for incoming course messages. Messages are always sent through the Canvas messaging system. Students will receive a notification when a new message has been sent to his/her Canvas inbox. Forgetting or being unable to check for messages in one's Canvas inbox is not an excuse.

Weekly Announcements

A weekly message will be uploaded into the announcements area of the course Tuesday mornings. Reviewing the weekly message is a required activity. Weekly Messages present timely information on course activities/assignments and content.

Taking Exams

Exams may be taken anytime between the open and close day and time. Exams must be completed by 11:59 pm on the close date. Once a student logs into the exam area, the exam must be completed in one sitting.

Late Submission Policy – No late assignments are accepted without prior approval of Prof. Sosa.

Things happen. When you don't have to attend a class session in person, it's easy to let a situation in your personal or professional life get in the way of online course work. In addition, remember the first rule in computer use: the computer or Internet connection will act up at the most critical time. Because "things happen" it's a best practice not to wait until the last minute to submit a Forum comment or upload a writing assignment.

Contact the Canvas 24/7 toll free helpdesk if you experience any technical problems that prohibit you from completing an assignment. **Technical problems are not a valid excuse for missing a due date.** Contact information is located on the front page of the syllabus and in various locations in the course. (Course Homepage, Course Tools page.)

Grading Policy

Each assignment is worth a certain number of points as identified in the assignments section of

the syllabus. Highest number of points a student can earn is 100. Points accumulate to determine final grade. ***Decimal points will not be rounded.*** For example, your final grade is B+ if you earn 89.99. It is your responsibility to monitor your grade and take steps to improve it.

A	= 100 – 90
B+	= 89.99 – 85
B	= 84.99 – 80
C+	= 79.99 – 75
C	= 74.99 – 70
D	= 66.99 – 60
F	= 59.99 – 0

Students with Disabilities

To receive consideration for an accommodation, students with a disability must send their letter of accommodation to their instructors and discuss the needed accommodation(s) as early in the semester as possible. For more information regarding the process of applying for a letter of accommodation:

<https://ods.rutgers.edu/students/documentation-guidelines>

<https://ods.rutgers.edu/students/registration-form>

Academic Integrity

Conduct yourself in accordance with the Rutgers University Academic Integrity policy. <http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers/>

Use of Artificial Intelligence (AI) in submissions

Unless specified in the assignment, representing AI generated work as your own is considered plagiarism and a violation of academic integrity policy at Rutgers University. Upon suspicion, the assignment will not be graded, and the possible violation will be reported through the university's Academic Integrity process.

Grammar and Citing Work

Grammar counts in written work. Submitting poorly written assignments will result in a lowered grade. All work must include accurate citations and a reference page or will receive a zero. If AI is allowed in an assignment, you must also include a citation in APA or MLA format (e.g. for Chat GPT). If you are unfamiliar as to how to cite references and produce a reference page, be sure to contact a Rutgers librarian.

Schedule by Week (Weeks begin on a Tuesday and end on following Monday)

****Note that material may be added during the semester.**

Week 1: Introduction

- Go over the syllabus and familiarize yourself with the course requirements.
- Take some time to learn basic functions on Canvas. Make sure if you have any Canvas related issues you resolve them prior to the beginning of Week 2. Watch the instructional videos about the use of Canvas.

Assignments

- Discussion Forum 1: Meet your learning community - Introduce yourself in a few sentences and answer the icebreaker questions. Reply to a peer's response.

Week 2: What is a “people” strategy?

Readings

- PowerPoint
- Pfeffer & Veiga.(1999) Putting people first for organizational success. Academy of Management Executive, Vol. 13, No. 2, pp. 37-48.
- Ton, Zeynep. (2012). Why “Good Jobs” Are Good 4 Retailers. Harvard Business Review, January-February, 2012, 124-131.
- Cappelli, Peter. (2020). “Stop Overengineering People Management.” Harvard Business Review, September to October, 2020, pp.56-63.

Videos

- Ton, Zeynep. 2013. The Good Jobs Strategy. TED.
<https://www.youtube.com/watch?v=sD67LKqXGrg>

Assignments

- Individual assignment #1

Week 3: What is work?

Readings

- PowerPoint
- Budd, J. (2011). The Thought of Work. Cornell University Press. Pp. 19-42.
- Joe Moran. “Out of office: has the homeworking revolution finally arrived?” The Guardian, July 11, 2020.
- Cutter and Bindley. “Enough Bosses Say: This Fall, It Really is Time to Get Back to the Office”. Wall Street Journal. September 3, 2022.

Assignments

- Discussion Forum 2: Small Group Discussions begin - Is working from home good for companies and employees? Do you like working from home? Why or why not?

Week 4: Why do people work?

Readings

- PowerPoint
- Jeffrey, P. (1998). Six Dangerous Myths about Pay. Harvard Business Review
- Ledford Jr, G. E., Fang, M., & Gerhart, B. (2013). Negative effects of extrinsic rewards on intrinsic motivation: more smoke than fire. World at Work Quarterly.

Videos

- Schwartz, B. (2014). The Way We Think about Work is Broken., TED
https://www.ted.com/talks/barry_schwartz_the_way_we_think_about_work_is_broken
- Ariely, D., (2012), What makes us feel good about our work?, TED
https://www.ted.com/talks/dan_ariely_what_makes_us_feel_good_about_our_work
- Pink, D. (2009). The Puzzle of Motivation., TED
https://www.ted.com/talks/dan_pink_on_motivation

Assignments

- Discussion Forum 3 - Do you agree or disagree with the following statement? Monetary incentives are the most powerful to motivate employees. (*Note. Your choice [agree vs. disagree] will not affect the evaluation.*)
- Team Assignment #1 – Develop a “Team Manifesto” (Teams will be assigned and differ from small discussion forum groups). I will create a separate Discussion Forum in case your team needs a place to chat online.

Week 5: What is an organization?

Reading

- PowerPoint
- Nohria, Nitin “Note on Organizational Structure.”
- Sorensen, J. “Note on Organizational Culture”

Videos

- Seth Godin 2014. This is broken.
<https://www.youtube.com/watch?v=nZiDS-4Xd2k>
- Org. Culture - Why Zappos Pays New Employees to Quit
<https://www.youtube.com/watch?v=2RrxnRRaR7M>

Assignments

- Individual Assignment # 2 – How do stories play a role in organizational culture?; Describe the values and norms of an organization which you have worked in.

Week 6: The Unionized Workplace

Readings

- PowerPoint
- Sherk, J., (2014), The Argument that Most Workers are Better off without Unions, Washington Post
- Pfeffer, J., (2007), In Praise of Organized Labor: What Unions Really Do.

Videos

- Labor Unions: History of Unions & Collective Bargaining <https://www.youtube.com/watch?v=-yZFcskizd4>
- Milton Friedman – The Real World Effects of Unions

<https://www.youtube.com/watch?v=xzYgiOC9cj4>

Assignments

- Team Assignment #2 – Debate the pros and cons of unions via a podcast, video, etc.

Week 7: Skills and Jobs in the “New” Economy

Readings

- PowerPoint
- Kochan, Thomas, David Finegold, and Paul Osterman. (2012). “Who Can Fix the ‘Middle-Skills’ Gap?” Harvard Business Review, 2012 (December), 1-10.
- Shapiro, R., (2018). The new economics of jobs is bad news for working-class Americans, Brookings Institution.
- Weise, Michelle R. (2020). “Research: How Workers Shift from One Industry to Another.” Harvard Business Review, July 07, 2020.
- Work with the interactive map and related materials developed by NPR Planet Money to learn about the trajectory of the most common jobs in the U.S., over time and state by state.

<https://www.npr.org/sections/money/2015/02/05/382664837/map-the-most-common-job-in-every-state>

Videos

- Why Job Seekers Don't Land Jobs
<https://www.wsj.com/video/why-job-seekers-dont-land-jobs/7951AB32-2509-473A-AB14-09B09E6CBDC0.html>

Assignments

- Individual Assignment #3 – The US Skills Gap

Week 8: Mid-Term Exam

Week 9: Resource Decisions (Restructuring, Outsourcing, Offshoring)

Readings

- PowerPoint
- Vietor, R. H., Rivkin, J. W., & Seminerio, J. (2008). The Offshoring of America. Harvard Business Review.
- Doig, S. J., Ritter, R. C., Speckhals, K., and Woolson, D. (2001). Has Outsourcing Gone Too Far? The McKinsey Quarterly.
- Girod, S., and Karim, S. (2017). Restructuring or Reconfiguration? Harvard Business Review.

Videos

- **Planet Money Makes a T-Shirt
<https://apps.npr.org/tshirt/#/title>
- Apple Chinese Factory
<https://www.youtube.com/watch?v=7cRBBRwBKIE&t=704s>

Assignments

Discussion Forum 4: Watch Planet Money Makes a T-Shirt. You find out that production of your favorite, and very affordable, clothing line is outsourced (not the distinction with offshoring) in another country under labor conditions considered exploitative by your cultural standards (e.g. child labor, working conditions, wage). Would you continue buying? Why or why not? Do you consider the decision to outsource an unethical one?

Discussion Forum – Project Questions: Submit five carefully crafted interview questions for peer and instructor review (This is not a graded forum but is required to receive a grade on the final project).

Week 10: The Gig Economy

Readings

- PowerPoint
- Hyken, S. (2018), The Gig Economy Opens the Door for Employment Opportunities, Forbes
- Heller, N. (2017), Is the Gig Economy Working?, New Yorker
- Editorial Board, (2017), The Gig Economy's False Promise, New York Times

Videos

- Here's How the Gig Economy Could Work, CNBC
<https://www.youtube.com/watch?v=4V4jTJkOFEE>
- Uber Drivers: Are They Employees or Contractors?, Bloomberg <https://www.youtube.com/watch?v=umQQ-9c5XLU>
- Not Uber, Not TaskRabbit: Inside The Real Gig Economy, NBC news
<https://www.youtube.com/watch?v=FGCG6JTCK0c>
- Americans Future Job Market
<https://www.youtube.com/watch?v=-OVpafuJIYI&t=6s>
- Labor's Response: Freelancers Union
<http://vimeo.com/17438543>
- Labor's Response: Worker Centers
<http://www.youtube.com/watch?v=3sqZXtoeI0w>

Assignments:

Discussion Forum 5: Post a 3-4 sentence summary of an article discussing the gig economy. How has this article changed/confirmed your perspective of the gig economy environment?

Week 11: Corporate Social Responsibility

Readings

- PowerPoint
- Friedman, M. 1970. The social responsibility of business is to increase its profits. *New York Times Magazine* 32, no. 13: 122-126.
- Evan, William M., and R. Edward Freeman. "A Stakeholder Theory of the Modern Corporation: Kantian Capitalism." In *Contemporary Issues in Business Ethics*. 5th ed. Edited by Joseph R. DesJardins and John J. McCall. Belmont, CA: Wadsworth, 2005, pp. 76-84.
- Bonini, S. M. J., L. T. Mendonca, and J. M. Oppenheim. 2006. When Social Issues Become Strategic. *McKinsey Quarterly*.
- World Economic Forum (2022). *The Good Work Framework: A New Business Agenda for the Future of Work*

Videos

- What is a corporation?
<https://www.youtube.com/watch?v=KMNZXV7jOG0> (watch 11:00-17:00)
- Porter, M. (2013). The Case for Letting Business Solve Social Problems.
https://www.ted.com/talks/michael_porter_why_business_can_be_good_at_solving_social_problems
- Milton Friedman on Self-Interest and the Profit Motive
<https://www.youtube.com/watch?v=iPqdRqacpFk&index=3&list=PLEDBC45346CFEE362>
- IBM Study
<http://www.youtube.com/watch?v=PdkYieDuVvY>

Assignments

- Team Assignment #3 – Analyze the CSR activities of one firm and discuss an “appropriate” expectation of CSR in US.

Week 12: Developing an Inclusive Organization

Readings

- PowerPoint
- Implicit Bias - <https://implicit.harvard.edu/implicit/takeatest.html>
- Psychological Safety in the Workplace <https://hbr.org/podcast/2019/01/creating-psychological-safety-in-the-workplace>
- HBR: What does it take to build a culture of belonging?

Videos

- <https://www.pwc.com/us/en/about-us/blind-spots.html>

Assignments

- Work on interviews
- Discussion Forum #6 – Your experience with feeling “included”

Week 13: Future of Work

Readings

- World Economic Forum (2022), Jobs of Tomorrow: The Triple Returns of Social Jobs in the Economic Recovery
- Manyika, J., (2017), Technology, Jobs, and the Future of Work, McKinsey
- Cowgill, B., Seamans, R., Ziv, O., The Future of Work, Kauffman Foundation
- Hyman, L., (2018), It's Not Technology That's Disrupting Our Jobs, New York Times
- Eliana Crosina and Beth Schinoff. (2020). "Technology in the Pandemic: Recreate the Office or Repurpose It?". MIT Sloan Management Review, July 16, 2020.
- Work with the interactive map and related materials developed by McKinsey to learn about the potential impact of automation on work, sector by sector
<https://public.tableau.com/app/profile/mckinsey.analytics/viz/AutomationBySector/WhereMachinesCanReplaceHumans>

Videos

- Susskind, D., (2017), 3 myths about the future of work, TED
<https://www.youtube.com/watch?v=2j00U6IUC-c>
- March of the Machines
<https://www.youtube.com/watch?v=yeyn9zzrC84>
- 15 Jobs That Will Disappear In The Next 20 Years Due To AI
<https://www.youtube.com/watch?v=r211u89eUaY>

Assignments

- Individual Assignment #4: Use ChatGPT to analyze a course topic and reflection on its application in your future profession.
- Discussion #7 – Changing jobs in the next 20 years

Week 14: Work on interviews and submit final project/Extra Credit Discussion Forum

Final Exam Week