Requirements

This course will have a seminar format, including a combination of lectures, case studies, and discussion. All students are expected to attend each class prepared to discuss the readings. Final grades will be based 1/3 on class participation & assignments, 1/3 on a mid-term exam, and 1/3 on a final exam.

Class Participation.

This class will be conducted seminar style and class participation is essential. You must read and think about the material before the seminar and be prepared to participate actively in small group and entire class discussions. Your contribution will be evaluated on a scale from minimally adequate to truly exceptional, based on the quality, thoughtfulness, and frequency of your contributions to class discussions.

Your participation grade will also be based on:

**Discussion Leadership** - Each student is required to sign up for one week of the semester. All students choosing a particular week will facilitate a small group discussion that will include preparing a list of discussion questions and summarizing the main issues and arguments for that week including integration with readings and discussion from previous classes.

**Weekly Written Questions/Summaries** - As part of class participation students are required to write short 1-2 page papers answering questions about each week’s reading, analyzing the arguments presented, and relating it to our ongoing conversation about globalization, corporate restructuring and the changing nature of employment. Answer the questions asked, summarize the main ideas and arguments from the readings each week, and write about how they relate to previous readings/arguments and the course theme. You may include multiple readings in your summaries (you don’t need 1-2 pages for each reading) but be clear (reference) the readings and authors you are discussing in each section of your paper. Papers are due at the beginning of class. If a student is unable to attend class the paper must still be submitted.

Avoid plagiarism or other violations of academic integrity! Your written questions will be submitted to “Turnitin.com” to insure that your answers are yours alone – not answers from another student, from the web, or another source. Be careful not to “copy” phrases or sentences excessively from the readings. The goal is to put the ideas into your own words!
Norms

- Read and think about all of the assigned readings before each class.
- Please participate actively, thoughtfully, and respectfully – listen and engage appropriately.
- Please be ready to begin class on time. Some lateness is inevitable but it is disruptive so please keep it to a minimum.
- Please minimize absences – this is a seminar that depends on participation. If you must miss class please call or email me in advance.
- Please turn in the exams when they are due.
- Please turn off cell phones during class time. You may use personal computers but only for class work – not for checking email or web surfing.

Readings

There is no single text for this course. Readings for each week will be available on the Sakai class web-site: Sakai.rutgers.edu

Use your Rutgers login name and password

Click on tab for class – 37:575:311 F2012

Go to Resources to get syllabus and readings

September 10  Introduction
September 17  No class – Rosh Hashanah
September 24  The Division of Labor and Scientific Management

    Adam Smith, The Wealth of Nations, Ch. 1

    Frederick Taylor, Scientific Management, pp. 39-73.

    Documentary: Modern Times

October 1  Globalization of National Economies and the Crisis of Mass Production

    Osterman, Kochan, Locke and Piore, Chapter 1, Working in America, 2001

    Womack et al. The Machine That Changed the World, Ch. 2

    Optional: Piore & Sabel, The Second Industrial Divide, pp.3-48

    Group Process Exercise
October  8  The US Auto Industry and the Rise of Lean Production

Womack et al. The Machine That Changed the World, Ch. 3 & 4.

Parker et al. "Choosing Sides: Unions and the Team Concept."


October  15  Socio-Technical Systems

Trist, The Evolution of Socio-Technical Systems

Walton, "From Control to Commitment in the Workplace."

Case: Harvard Business School - Lakeville Chemical

Documentary: Lou Davis and STS

October  22  Mid-term Exam

October  29  Quality Management and Technology


Grant et al. "TQM's Challenge to Management Theory & Practice."

Case Study: HBR – Tiger Creek

November  5  Industrial Democracy: Participation and Representation


“Industrial Democracy,” Margaret Kiloh, in New Forms of Democracy, Held and Pollitt p. 14-50

Pateman, C. Participation and Democratic Theory, Cambridge University Press, 1970


November  12  Stakeholders Organizations and Governance Arrangements


Case: Saturn

November 19  **Network Organization**


Cases: Continental Airlines, Bristol-Myers Squibb, NJ Hospitals

November 26  **Knowledge Work**


Case: Public School Reform

December 3  **Co-Determination and Works Councils in Europe**

Rogers & Streeck, "Workplace Representation Overseas: The Works Councils Story."

Frege, "The Discourse of Industrial Democracy: Germany and the US revisited"

Case: HBS - Hobbema

December 10  **Diffusion and Work in the 21st Century**

