ORGANIZATIONAL DESIGN AND STRUCTURE

37:575:311/01

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38:578:556/01

Fall 2014

Class: Weds 3:55 – 6:55, Labor Education Center (LEC) Room 130/131
Office Hours: Monday and Weds afternoons by Appointment LEC Room 148
Administrative Assistant: Debra McNeill 848-932-6926

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 – To assist in class participation, and help review for exams, students are required to write 10 short (1-2 page) papers answering questions about each week’s reading. These papers summarize the main ideas and arguments from the readings each week, and relate them to previous readings/arguments and the course themes. You may include multiple readings in your
summaries (you don’t need 1-2 pages for each reading), but be clear and reference the readings and authors you are discussing in each section of your paper. The questions can be found each week under the Assignments Tab on Sakai. Papers are due by the beginning of class. If a student is unable to attend class the paper must still be submitted. Note there are 11 writing assignments, you may choose to miss one.

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 and cite appropriately!

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 social media.

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 F2014
Go to Resources to get syllabus and readings

September 3 Introduction
September 10 No Formal Class Meeting
Field Assignment: Find Examples of Organizational Division of Labor and discuss online under Discussion and Private Messages Tab on Sakai

September 17 The Division of Labor and Scientific Management
Adam Smith, The Wealth of Nations, Ch. 1
Frederick Taylor, Scientific Management, pp. 39-73.

September 24 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 1 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  8  **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  15  **Quality Management and Technology**  
Grant et al. "TQM's Challenge to Management Theory & Practice."  

Case Study: HBR – Tiger Creek  

October  22  **Mid-term Exam**  

October  29  **Industrial Democracy: Participation and Representation**  
"Introduction: A Century of Industrial Democracy in America,” Lichtenstein and Harris, in Industrial Democracy in America: The Ambiguous Promise, p. 1-19  
"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  
Freeman and Rogers. What Workers Want, Ithaca, Cornell University Press, 1999  

November  5  **Stakeholders Organizations and Governance Arrangements**  

Case: Saturn  

November  12  **Network Organization**  
McKinsey & Company, 2005  

Cases: Continental Airlines, Bristol-Myers Squibb, NJ Hospitals  
Apple vs. Microsoft  

November  19  **Knowledge Work**  
Rubinstein and McCarthy, “Public School Reform through Union-Management Collaboration,” Advances in Industrial and Labor Relations, 2012

Case: Public School Reform

November 26 No Class Thanksgiving Calendar

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"

Cases: HBS - Hobbema
VW Tennessee

December 10 Diffusion and Work in the 21st Century