

PERSPECTIVES ON LABOR STUDIES  
RUTGERS UNIVERSITY  
37:575:395:91

Spring 2014

Instructor: Jennifer Zachary

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**Course Expectations and Requirements**

This course is designed to give you a chance to become engaged with the intellectual tradition in labor studies. You will read classic authors and current professional theory. You will have the opportunity to examine some of the big issues in the field and to decide what you think about them. You will also gain proficiency in important skills: reading for analytical insight, debating ideas, and communicating with others. Students should all be labor studies majors or minors with 15 credits or more in labor studies; if you are not in this category, then you need permission of the instructor to enroll.

**Learning Objectives**

Several objectives of the Labor Studies and Employment Relations Department for its majors are ones that are relevant to this course. By the end of the course, you should be able to:

- Identify and explain the core concepts of the field of labor & employment relations
- Apply those concepts to understanding contemporary developments in work
- Synthesize information from multiple sources to generate new insights

**How will you learn in this online course?**

Most weeks you will:

- Review a power-point and material written by the professors on the page in the online shell. These are like lectures but much shorter, so you have more time for other learning activities.
- Read theorists with a variety of perspectives.
- Answer questions regarding their ideas.
- Participate in an online threaded discussion with other students, posting at least 3 times a week (by Friday; by Sunday and by Tuesday evenings).
- Read a message from the professors (sent by email on Wednesday). These are also posted in the document sharing portion of the shell – look for it there if you do not receive the email.

Some weeks you will also have the opportunity to review a video or videos, or listen to a audio file. Some weeks you will take a unit quiz (open book).

**Evaluation. Grades will be based on all of the following activities:**

	Value	Points
Personal information sheet	00.5%	5
Pretest (receive all points for taking this)	01.0%	10
Online discussion forums (8 out of 11 @ 25 each)	20.0%	200
Written question on readings (6 out of 8 @ 25 each)	15.0%	150
Midterm exam (1)	16.0%	160
Collaborative power-point (1)	12.5%	125
Unit quizzes (3 @ 50 each)	15.0 %	150
Final exam (1 in multiple parts)	20.0 %	200
<b>TOTAL</b>	<b>100.0%</b>	<b>1000</b>

**You will notice that you are able to “skip” any three weeks of online discussion and any two written questions on the readings.** Use these choices wisely and remember, you are still responsible for all concepts covered in any particular topic. **Notice that the collaborative assignment cannot be skipped even though it replaces a weekly writing assignment.** Students who do not use any of their “skips” instead will be allowed to “drop” low scores instead. **Our experience is that the best students “save” their skips and use them wisely later on.**

Points have no “absolute meaning,” – in the end, the professor will use judgment in translating points into grades for the course. Implicitly, that means that grades are “curved” in the sense that they are comparative. The comparison is both to other students taking the class this semester and with those who took the class in the past.

Keep current – avoid being late!

This is an interactive class – you need to keep current in the reading and forums so that you can interact with others in the class.

An online class is somewhat flexible with regard to your schedule but if you must be responsible for managing your time and for getting online each week no matter what else is going on in your life. **In general, you should sign into the class AT LEAST 3 times a week (by Friday, by Sunday and by Tuesday evenings) and check your email each day.**

You should inform the professor of serious personal emergencies that arise – for instance, hospitalization that makes it impossible to get online. A trip associated with your job is not such an emergency, nor is a problem with your personal computer. There are many ways to get online in hotels and in campus computing facilities

### Nature of the exams and quizzes

Each week, questions on the material covered that week will be posted. These short-answer questions could be answered in a paragraph or two. The midterm and final exams are take-homes that will contain a subset of these questions – so if you take some notes on the answers to the questions as you go along, you should be able to do well on the two exams. The take home portion of the final will also have some questions not previously distributed.

The quizzes are a series of T-F questions on the readings, videos, and power-points. The questions are challenging and time is limited, but this is an open book exam. If you are familiar with all the material in the course, you should be able to go back and look up the answer to some items that you don't recall. The T-F questions are randomized and drawn from a larger question bank so no two students will have identical quizzes. The objective portion of the final will also have multiple choice items.

### Assessment of weekly written questions that are handed in

You will be asked to answer one question about the reading on most weeks. It is possible to earn up to 25 points by doing so. The answers should not be any longer than they need to be to fully answer the question. Usually a single page is fine, or depending on how you write, perhaps 2 pages.

Scores on these weekly assignments reflect whether or not you have achieved an accurate understanding of the various readings and whether or not you reflect those ideas well in written English.

***Avoid plagiarism or other violations of academic integrity! Your written question 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!***

### Assessment of online forums

It is possible to earn up to 25 points by excellence in participation in each weekly forum. A forum is an interactive threaded discussion. In this class it will start each week on Wednesday, and end on Tuesday. Your contribution will be evaluated as follows:

- **How much you participated in a substantive way.** In general, you can think of this as 1 point per substantive post that adds to the discussion (5 points).
- **Was your participation ongoing and interactive?** You should have at least one substantive post by Friday night and another by Sunday night for full credit here.

But additionally for full credit, you must interact with others by asking or answering questions, or by agreeing or disagreeing with them. But, remember that you must add to the discussion, not simply agree. (5 points).

- **Were your comments thoughtful and based on the readings?** Did you understand the theorists' ideas correctly or did you make errors? Did you connect the ideas of one theorist to those of others? In other words, what was the quality of your comments? (5 points)
- **Breadth and Evidence.** Did you comment on multiple questions or just one? Were your opinions backed by personal experience or other types of evidence? Persuasive opinions are backed by a variety of types of evidence – from other academic sources, from current events, and from personal experience (5 points).
- **Were your comments expressed clearly and appropriately?** Please don't "flame" in these forums. Informality is OK, but use standard written English of the sort that would be appropriate in a work setting (5 points).

Opening Week: Wed January 22 - Tues. January 28. All material is due at 11 p.m.

Receive the professor's first weekly message. Log into the course shell and review the material in the course home. Fill out and turn in the student information sheet as an attachment to the drop-box. Take the pre-test this week.

Unit 1: Wed. January 29- Tues. February 18 (3 weeks)

*Classical Economics & Marx, Scientific Management, and the Division of Labor*

Topic 1-1: Jan. 29 to Feb. 4 (Forum; Question)

Robert Heilbroner, The Worldly Philosophers, revised 7<sup>th</sup> ed. (NY: Touchstone, 1999). Portions of chapter on Smith (pp. 50-63).

Adam Smith, The Wealth of Nations, (Originally 1776; Prometheus Books, 1991), Chapter 1-2 (pp. 109-121).

Frederick Taylor, Scientific Management (New York: Harper and Row, 1947), pp. 39-73.

Topic 1-2: Feb. 5 to Feb. 11 (Forum; Question)

Robert Heilbroner, The Worldly Philosophers, revised 7<sup>th</sup> ed. (NY: Touchstone, 1999). Portions of chapter on Marx (pp. 144-48 and pp.154-169).

Rius, Marx for Beginners (New York: Pantheon Books, 1976), pp. 127-140.

Leo Panitch, "Thoroughly Modern Marx," Foreign Policy, 2009.

Deepa Kumar, Outside the Box: Corporate Media, Globalization, and the UPS Strike. (Urbana & Chicago: Univ. of Illinois Press, 2007), Preface (pp. vii-xv) and part of Chapter 6, pp. 155-157 midpage. The rest of the excerpt from Chapter 6 (pp. 157 midpage – 163 is optional reading).

Topic 1-3: Feb. 12 to Feb. 18 (Forum; Question)

Harry Braverman, Labor and Monopoly Capital: The Degradation of Work in the Twentieth Century (New York: Monthly Review, 1974), Part of Chapter 3, pp. 78-83 and Part of Chapter 5, pp. 124-131.

Richard Edwards, Michael Reich, and Thomas Weisskopf, The Capitalist System, 2nd ed. (Englewood Cliffs, N.J.: Prentice-Hall, 1978), “Alienation,” pp. 265-268.

Arlie Russell Hochschild, “Exploring the Managed Heart,” in The Managed Heart: Commercialization of Human Feeling. Berkeley: University of California Press, 1983, pp. 3-12

### **UNIT 1 QUIZ – take in any 50 minutes on Wednesday Feb. 19.**

Unit 2: Wed Feb. 19 - Tues. March 4 (2 weeks)

#### *Markets and Institutions*

Topic 2-1: Feb. 19 to Feb. 25 (Forum; Question)

Bruce E. Kaufman, “Labor Markets and Employment Regulation: The View of the ‘Old’ Institutionalists,” in Bruce E. Kaufman, ed. Government Regulation of the Employment Relationship. (Madison, Industrial Relations Research Association, 1997), pp. 11-39.

Topic 2-2 Feb. 26 to March 4 (Forum; Question)

Professor Jerry Z. Muller, Catholic University, 30 minute video lecture, “The Rise of Welfare-State Capitalism,” in the series Thinking about Capitalism (The Great Courses, 2008).

John W. Budd and Stefan Zagelmeyer, Excerpt from “Public Policy and Employee Participation,” in The Oxford Handbook of Participation in Organizations, edited by Adrian Wilkinson, Paul Gollan, David Marsden, and David Lewin, 2007, pp. 1-6.

### **UNIT 2 QUIZ – Take in any 50 minutes on Wed. March 5**

Unit 3: Wed. March 5 – Tues. April 15 (4 weeks plus spring break)

*Organizations and Humans Who Work in Them*

Topic 3-1 March 5 to March 11 (Forum only; no Question; Midterm)

J. Steven Ott, ed. "Motivation," in Classic Readings in Organizational Behavior (Pacific Grove, CA: Brooks/Cole, 1989), pp. 27-35.

Abraham H. Maslow, "A Theory of Human Motivation," Chapter 2 in Motivation and Personality, 3<sup>rd</sup> edition. New York, Harper and Row, 1970, pp. 15-31 (note – the first version of this theory was published in the 1940s).

Douglas McGregor, "The Human Side of Enterprise" an excerpt from a book of the same title in J. Steven Ott, ed. Classic Readings in Organizational Behavior (Pacific Grove, CA: Brooks/Cole, 1989) pp. 66-73.

**TAKE-HOME MIDTERM EXAM DISTRIBUTED ON WED. MARCH 5. DUE TUESDAY MARCH 11th at 11:00 p.m.**

**Spring Break**

Topic 3-2 March 26 to April 1 (Forum; Question)

Elton Mayo, The Social Problems of an Industrial Civilization (New York: Routledge, 1949), excerpted in D. S. Pugh, ed. Organization Theory: Selected Readings (Harmondsworth, Middlesex: Penguin Books, 1971), pp. 215-229.

Charles Heckscher, White-Collar Blues, Chapter 2, "The Meaning of Loyalty," pp. 13-36.

Topic 3-3: April 2 to April 15 (Two weeks) (Forum; no Question; Powerpoint)

[Note: You can complete the power-point project for this topic either individually or using a group of 2 or 3 people. This is a larger project that cannot be "skipped." You have two weeks for the project but it is important to read this material, complete the forum, and start the project the first week.]

Bruce Kaufman, Human Resources and Industrial Relations: Commonalities and Differences," Human Resource Management Review, 11(4), 2001, pp. 361-374.

Jeffrey Pfeffer, "Human Resources from an Organizational Behavior Perspective: Some Paradoxes Explained," Journal of Economic Perspectives, Vol 21, No. 4 (Fall, 2007), pp. 115-134.

### **UNIT 3 QUIZ – Take in any 50 minutes on Wednesday April 16**

Unit 4 Wed. April 16 – Mon May 5 (Almost three weeks)

*Freedom and Democracy in a World of Multi-National Corporations*

Topic 4-1 April 16 to April 22 (Forum; Question)

Gay, Peter, "Liberalism," Microsoft Encarta Online Encyclopedia, 2008.

Alan Fox, "Managerial Ideology and Labour Relations," British Journal of Industrial Relations, Vol. 4, No. 3 (Nov. 1966), pp. 366-378.

William E. Hudson, American Democracy in Peril, 3<sup>rd</sup> edition, (New York: Seven Bridges Press, 2001), part of Chapter 1, "Models of Democracy," pp. 1-18.

Topic 4-2 April 23 to April 29 (Forum; Question)

George Lakoff, Whose Freedom: The Battle Over America's Most Important Idea, (New York: Farrar, Straus and Giroux, 2006), Chapter 5, "Progressive Freedom: The Basics," pp. 73-81 and 85-94.

Jack Metzgar, Striking Steel: Solidarity Remembered (Philadelphia: Temple University Press, 2000). "Getting to 1959," first part pp. 17-39.

Paula B. Voos, "Industrial Relations and Democracy," IRRA Presidential Address, in Proceedings of the Fifty-Fourth Annual Meeting, Industrial Relations Research Association, San Diego, CA, January 3-5, 2004.

Topic 4-3 April 30 to Monday, May 5 (Forum; No question)

Richard Freeman and James L. Medoff, Excerpt from "The Two Faces of Unionism," Public Interest, No. 57 (Fall, 1979), pp. 69-76.

Elaine Bernard, "Creating Democratic Communities in the Workplace," in A New Labor Movement for a New Century, ed. by Gregory Mantsios (New York: Monthly Review Press, 1998).

**NO SEPARATE UNIT 4 QUIZ – This will be part of the online portion of the comprehensive final exam. In other words, unit 4 will have additional "weight" on the T-F part of that exam but it will cover the entire course.**

**Final Exam: Take home portion due Friday May 9 at 11 p.m. Online portion of final exam to be taken on Saturday May 10 or Sunday May 11.**