People, Work, and Organizations

Spring, 2012

Draft syllabus 37:575:230:01

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This syllabus is subject to change.

People, Work, and Organizations will treat the major challenges in the management of people, primarily in for-profit corporations. It will *not* teach detailed management techniques and methods; it will focus instead on understanding the long-term issues facing the field – for example:

- The increased importance of knowledge and its effects on the way people work.
- The shift from internal labor markets to open career systems.
- The move towards outsourcing (including the outsourcing of the HR function itself).
- The rise of pay for performance and its often-conflicting relation with teamwork.
- The increased use of layoffs and restructuring in business, especially for white-collar employees.
- The globalization of business activity.

The course will present a series of current controversies rooted in these economic changes, and explore different perspectives and arguments. The key learning objective is for students to develop informed opinions on these important issues of the day. The readings and discussions will focus on practical situations, including analysis of cases.

Learning objectives:

- An understanding of major issues involved in the changing nature of work, and an informed perspective on some of the major dilemmas and conflicts concerning the management of employees.
 - ➤ the economic & strategic challenges facing businesses, and the organizational changes required to meet them.
 - > the consequences of different organizations and work systems for employees.
- The ability to create valid arguments and to assess the validity of others' arguments.
- The ability to work productively in teams as well as on an individual basis.
- An understanding of fundamental social science, historical, and legal perspectives, theories, and concepts relating to the organization of work.
 - ➤ the ability to apply general theories of work and organization to the understanding of particular cases and current events.
 - ➤ the ability to analyze and synthesize information and ideas from multiple sources to generate new insights.
- Proficiency in written and oral communication.

Course structure and requirements

You will be assigned to a group of 5-6 people and will work closely together throughout the semester on your group paper and presentation.

<u>Attendance</u>

You're allowed four absences. After that, I will deduct roughly 10% from your attendance grade for every additional absence.

I will give groups time at the end of class to work on their final project. If you're not there, you're not contributing. This could adversely impact your grade, unless you make up for the lost contribution outside of class.

Assignments

You are required to:

- Write three one-page (double-spaced) thought-pieces over the course of the semester.
 For these, you can either 1) integrate a news or magazine article with a week's topic; or
 2) relate a week's topic to your own work experience. If you want to try something else, that's fine, too. Just run it by me first.
- Early on in the semester, you will be assigned to a group with 4-6 other students.
 Together, you will select a paper-topic from a preselected list of topics (see back of syllabus). Your group will be responsible for:
 - Submitting your group's argument, along with some studies you'll cite to support it (submit this as individuals, in your own words)
 - Writing a 20 to 25-page paper (double-spaced) that makes an argument and integrates research to support your argument (as a group).
 - Preparing and delivering a <u>20-minute presentation to the class on the final two</u> days of class. I'll give you time at the end of class to work on this. (as a group)
 - Rating your teammates in terms of their contributions to the final project. (as individuals)

<u>Grades</u>

- 10% of your grade will be based on attendance
- 15% of your grade will be based on completing the three one-page thought pieces.
- 25% of your grade will be based on the final project.
- 50% of your grade will be based on the midterm and final (25% each).
- More info on the midterm and final to be provided later on.

Communication with the instructor

I encourage you to come see me during my office hours. They will be on Wednesdays before class, from 2:30 to 3:30, at the Labor Education Center. I would prefer that you email me in advance to let me know you are coming, but you can drop in even if you have not warned me. If that slot does not work, we can arrange another time.

Academic integrity

 Academic integrity is always essential. The sharing of knowledge depends on people's confidence that credit will be given where it is due.

There are just two key rules:

- > Give credit for others' ideas and work.
- > Indicate direct quotations with quotation marks.

This applies to online discussions as well as papers.

- You do not need to use any particular format for citations just give enough information so your teammates or I can figure out where the information came from.
- A brief summary of the main guidelines for academic work is attached to this syllabus. If you have any questions, please ask me.

Miscellaneous

- My email address is johnmcc@eden.rutgers.edu. If your issue needs immediate attention, please put "URGENT" in the subject line.
- You must use the Rutgers email address recorded in the system. Using other addresses
 causes major confusion.
 - > If you prefer to use another email account, set up your Rutgers email to forward automatically to it. You can do this by opening your Rutgers webmail account and going to "Webtools", then "forward."
- All written homework should be submitted to me via email.
- Cell phones and pagers must be turned off during class.
- Emailing, texting, and web surfing are prohibited during class, except when they are part of a class exercise.

Classes:

The first four classes will provide background information about major trends in business and economic development. After that, each class will focus on one difficult and currently controversial problem..

Readings will be posted on Sakai at least two weeks before each class. If you need more time let me know.

The following **readings and class topics may change**; I'm always on the lookout for new material. **Always use the readings and topics posted on Sakai.**

Part 1: The changing business environment (macro issues)

1.18.2012: Introduction; The changing economic and social context – a broad overview

1.25.2012: The evolution of corporate strategy: from standardization to differentiation.

- Trane Changes Its Business Climate.
- Marketing 101: When Your Market Gets Commoditized.
- · Miles and Snow

2.1.2012: The evolution of corporate structure: from bureaucracy to collaboration

- Anon. The 21st-century organization McKinsey Quarterly.
- Nohria, Nitin. 1991. Note on Organization Structure. Harvard Business School
- Case: The Rose Company. Harvard Business School Case 9-453-002 (August 30).

Part 2: key debates and choices in the management of firms

2.8.2012: Outsourcing: Is outsourcing necessary? Should it be limited?

- New IBM Research Quantifies the Long-Term Impact of IT Outsourcing on Three Business Metrics.
- Farrell, D., and V. Agrawal. 2003. Offshoring: is it a win-win game? *McKinsey Global Institute*.

- Thinking Twice About Supply-Chain Layoffs HBS Working Knowledge.
- Brown, JS, S Durchslag, and J Hagel III. 2002. Loosening up: How process networks unlock the power of specialization. *McKinsey Quarterly* 2: 59-69.

DUE 2.8: Final Project Topics Selected

2.15.2012: Corporate Social Responsibility

- Bonini, S. M. J., L. T. Mendonca, and J. M. Oppenheim. 2006. When Social Issues Become Strategic. McKinsey Quarterly.
- Friedman, M. 1970. The social responsibility of business is to increase its profits. *New York Times Magazine* 32, no. 13: 122-126.
- Case: Spar, Debora L. 2002. Hitting the Wall: Nike and International Labor Practices.
- Exam review

2.22.2012: In class exam (1.5 hours)

2.29.2012: Incentive pay: How much should individual performance be rewarded?

- Jensen, Michael C. Self Interest, Altruism, Incentives, and Agency Theory.
- Pfeffer, J. 1998. Six dangerous myths about pay. Harvard business review.
- Case: Bennett, Strang, and Farris.

3.7.2012: The War for Talent: Should employers focus heavily on retention and hiring of stars?

- Chambers, Elizabeth G., Mark Foulton, Helen Handfield-Jones, Steven M. Hankin, and Edward G. Michaels III. 1998. The War for talent. *McKinsey Quarterly*, no. 3: 44. doi:Article.
- Pfeffer, J. 2001. Fighting the war for talent is hazardous to your organization's health. *Organizational Dynamics* 29, no. 4: 248-259.
- Case: Burton, M Diane. 1998. Rob Parson at Morgan Stanley (A).

3.14.2012: <u>Lifetime employment and internal labor markets</u>: <u>Should firms promise job security to their employees in exchange for loyalty?</u>

- Barley, S. R., and Gideon Kunda. Contracting: A New Form of Professional Practice.
- Cohen, D. J., and L. Prusak. 2001. In good company: How social capital makes organizations work. *Ubiquity* 1, no. 42.
- Anon. Many Companies Hire as They Fire WSJ.com. Anon.
- Case: The Layoff. Harvard Business Review.

DUE 3.14: Argument For Final Project Due (everyone has to hand in their own)

Spring Break

3.28.2012: <u>Unions and employee representation</u>: <u>Are unions necessary in the emerging knowledge economy?</u>

- Unions: We're Better Off Without Them | Newsweek.com.
- SEIU: United we win. 2003.
- Heckscher, Charles. 2001. Living with flexibility. In *Rekindling the Movement: Labor's Quest for Relevance in the 21st Century*, ed. Richard Hurd, Harry Katz, and Lowell Turner. Ithaca, NY: Cornell University Press.
- Case: Pacific Bell and the CWA

Part 3: Global capitalism and its future

- 4.4.2012 Global regulation and neoliberalism How should the global economy be regulated?
- Anon. 2006. The Evolving Debate on Trade and Labour Standards. International Labour Organisation.
- Fritsch, Peter. 2009. Move Pleases Labor, Complicates Policy. wsj.com.
- WTO's Lamy Warns Of Globalization's Dark Side. The New York Times.
- Witte, J. M. Realizing Core Labor Standards.

4.11.2012 Presentations

4.18.2012 Presentations (Final Papers due)

4.25.2012 Final Exam (taken online, at home)

ON PROPER CITATION (AND AVOIDING PLAGIARISM)

John McCarthy

In all your writing you must be careful to cite all material that is drawn from others, including other students as well as published sources.

Studying together is encouraged; but **if answers from different students are the same or nearly the same it will be considered cheating**. You should discuss the issues but not discuss detailed answers with each other.

All exams and quizzes will be submitted to Turnitin.com for comparison with others in this course, as well as with past exams from this course and with paper-writing services, other publications, and web sources.

The basic rules of citation:

- Every direct quotation must be identified by quotation marks.
- You must always cite ideas or evidence you have drawn from others.

I am <u>not</u> very concerned with the exact form of your citation, as long as you make clear where a quote or passage came from.

- **In a paper**, a good way is to put an author or source and date in parentheses, and the full citation at the end.
 - > It is not sufficient to include a list of sources at the end. You must indicate in the text where ideas and facts come from.
- In online discussion, you can simply say "In today's New York Times" or "in the article by Callaway" if these should be obvious to the other readers.

Plagiarism

On occasion, students accused of plagiarism have claimed that their plagiarism has occurred without their knowledge or intent. Since ignorance of convention is not a reasonable defense, it is best to become thoroughly acquainted both with the various ways in which plagiarism is construed, and with the conventions of source attribution and proper documentation. Some students seem to believe that there are different degrees of plagiarism, some not as a bad as others. No distinctions are made between any of the following acts. You will be charged with plagiarism if you:

- o Copy from published sources without adequate documentation.
- o Purchase a pre-written paper (either by mail or electronically).
- Let someone else write a paper for you.
- o Pay someone else to write a paper for you.
- Submit as your own someone else's unpublished work, either with or without permission.

Retrieved from http://www.lib.duke.edu/libguide/plagiarism.htm, September 18, 2001

DOCUMENTING SOURCES

Borrowed material should be documented.

Any time you incorporate into your writing ideas, words, key phrases, or pictures that were not originally created by you, you

You must cite direct quotes.

You must cite paraphrases. Paraphrasing is rewriting a passage in your own words. **If you paraphrase a passage, you must still cite the original source of the idea.** For detailed examples and a discussion, see *Appropriate Uses of Sources*.

You must cite ideas given to you in a conversation, in correspondence, or over email.

must give credit to the original author by citing the source. You must cite sayings or quotations that are not familiar, or facts that are not "common knowledge." However, it is not necessary to cite a source if you are repeating a *well known quote* such as Kennedy's "Ask not what your country can do for you . . .," or a *familiar proverb* such as "You can't judge a book by its cover." *Common knowledge* is something that is widely known. For example, it is common knowledge that Bill Clinton served two terms as president. It would not be necessary to cite a source for this fact.

Retrieved from http://www.lib.duke.edu/libguide/plagiarism2.htm, September 18, 2001

Paper/Presentation Assignment

Your group must select one of these paper topics for the final paper and presentation. If there is something else you want to do, that may be fine, too, but be sure to run it by me first. Your team should contact me via email, indicating your topic preference, by 2.8.2012. I'll give you some time at the end of class to sort this out.

Your paper should make an informed argument on one of the topics below. This means that you pull in outside evidence, such as research articles. These topics are deliberately controversial: Legitimate points can be made in favor of outsourcing, for example, as well as against it. In writing your paper, you should address both sides of the argument. Which side you fall on is up to you, as a group, but it should be informed by evidence/research.

To have a range of presentation topics, only two teams can select a given topic. The first three teams to email me, indicating that they wish to write/present on a given topic, will be able to do so. If your team's request comes later, you'll have to choose a different topic. With this in mind, it might be best to come up with a rank ordering of topics (i.e., first preference to last preference).

The deliverables are:

- 1. <u>An outline/draft of your paper</u>, due 3.14. <u>Every individual is responsible for submitting this on their own, in their own words.</u> This should include three things:
 - The paper topic you've chosen.
 - A brief overview of the research articles you've found.
 - Your position (although this can change, as you get further along)
- 2. A 20 to 25-page (double spaced) research paper, due on the second to last day of class. This may seem like a lot, but remember the work is to be divided up among your group members.
- <u>3. A PowerPoint, and a 20 minute group presentation</u>, to be carried out on the last the third-to-late and the second-to-last days of class.

Keep the following things in mind:

1. How you structure the paper is up to you. However, it's probably best to include the following components: 1) an introduction, that states the issue, and your position, in brief; 2) a research review that elaborates both sides of the issue, and informs/supports the position your group ultimately makes; 3) a conclusion.

2. The final paper should be well integrated; it shouldn't read like 4 or 5 separate papers quickly stuck together. You'll notice that more than one author is behind many of the articles you will read for this paper. Usually, however, the paper reads as a well-integrated whole.

3. You will be ask on several occasions to rate your group members' contributions toward the final project. These ratings will remain anonymous. However, if it comes out that you're not pulling your weight for the project, this will adversely impact your individual grade.

Here are the topic options:

Long-term employment and internal labor markets

Should firms promise job security to their employees in exchange for loyalty?

Outsourcing

Is outsourcing necessary? Should it be limited?

The War for Talent

Should employers focus heavily on retention and hiring of stars?

Incentive pay:

How and how much should individual performance be rewarded?

Corporate social responsibility

Should companies take responsibility for social issues, beyond making a profit?

Unions and employee representation:

Are unions necessary in the emerging knowledge economy?