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 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 Summaries - As part of class participation students are required to write short 1 page papers analyzing the argument of each week’s reading and relating it to our ongoing conversation about globalization, corporate restructuring and the changing nature of employment. Summarize the main ideas and arguments from the readings each week and how they relate to previous readings/arguments and the course theme. You may include multiple readings in your summaries (you don’t need 1 page for each reading) but be clear (reference) the reading and author 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.

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.

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 – 37:575:308:01 Sp11 or 38:578:556:01 Sp11
Go to Resources to get syllabus and readings

January 19 Introduction

January 26 The Division of Labor and Scientific Management
Adam Smith, The Wealth of Nations, Ch. 1
Frederick Taylor, Scientific Management, pp. 30-144
(skim 41 - 112)
Documentary: Modern Times

February 2 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

February 9 The US Auto Industry and the Rise of Lean Production
Womack et al. The Machine That Changed the World, Ch. 3 & 4.

February 16 No Class

February 23 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

March 2 Quality Management and Technology
Grant et al. "TQM's Challenge to Management Theory & Practice."
Case Study: HBR – Tiger Creek

March 9 Mid-term Exam

March 16 Spring Break – No Class

March 23 Possibilities for Industrial Democracy
“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
March 30  Stakeholders Organizations and Governance Arrangements
Case: Saturn

April 6  Network Organization
Cases: Continental Airlines, Bristol-Myers Squibb, NJ Hospitals

April 13  Participation and Representation
Parker et al. “Choosing Sides: Unions and the Team Concept.”
Optional: MacDuffie, "Workers' Roles in Lean Production: The Implications for Worker Representation."

April 20  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

April 27  Diffusion and Work in the 21st Century