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DYNAMICS OF WORK AND WORK ORGANIZATIONS
37:575:308
EMPLOYEE INVOLVEMENT & NEW WORK ORGANIZATION
38:578:556
DRAFT
Spring 2011

Class: Ruth Adams 206, Wednesdays 12:35-3:35
Office Hours: Monday and Wednesday afternoons by Appointment LEC Room 148
Administrative Assistant: LauraAnn Walkoviak 732-932-9503

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. Optional: MacDuffie, John Paul. "Human Resource Bundles and Manufacturing Performance: Organizational Logic and Flexible Production Systems in the World Auto Industry," Industrial and Labor Relations Review, 48:197-221, 1995
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** Adler, Paul. "Time and Motion Regained," Harvard Business Review, January-February 1993 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** "Introduction: A Century of Industrial Democracy in America," Lichtenstein and Harris, in Industrial Demcracy 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

March	30	**Stakeholders Organizations and Governance Arrangements** Rubinstein and Kochan. Learning From Saturn, Cornell University Press, 2000, Chapters 1, 3 and 6. Optional: Kochan and Rubinstein. "Toward a Stakeholder Theory of the Firm: The Saturn Partnership", Organization Science, Volume 11, Number 4 (July/August 2000). Optional: Rubinstein. "The Impact of Co-Management on Quality Performance: The Case of the Saturn Corporation," Industrial and Labor Relations Review, Vol. 53, No. 2 (January), pp. 197-218, 2000 Case: Saturn
April	6	**Network Organization** Nitin Nohria and Robert Eccles (eds.), Networks and Organizations: Structure, Form, and Action, Boston, MA, Harvard Business School Press, 1992 Rubinstein and Eaton, "The Effects of High Involvement Work Systems on Employee and Union-Management Communication." Cases: Continental Airlines, Bristol-Myers Squibb, NJ Hospitals
April	13	**Participation and Representation** Freeman and Rogers. What Workers Want. Ithaca, Cornell University Press, 1999 AFL-CIO. The New American Workplace: A Labor Perspective, Washington, DC, 1994 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** Pil and MacDuffie. Diffusion? Pil, Frits, and John Paul MacDuffie, "The Adoption of High Involvement Work Practices," Industrial Relations, Vol. 35, No. 3 (July), pp. 423-55, 1996 Ichniowski, Casey, Thomas Kochan, David Levine, Craig Olson, and George Strauss. "What Works at Work: Overview and Assessment," Industrial Relations, Vol. 35, No. 3, pp. 299-333, 1996 Karoly, Lynn and Constantijn Panis. The 21st Century at Work, Rand Corporation, 2004.